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External Review of the
Program Initiative

People, Land and Water (PlaW)

Final Report

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SIGLES ET ABBREVIATIONS

PlaW. People Land and Water
 ENRM. Environment and Natural Resources Management
 PPB. Program and Partnership Branch
 PCR. Project Completion Reports
 PAD. Project Approval Documents
 MENA. Middle East and North Africa
 ESA. East and South Africa
 DPA. Director of program Are
 AME. Africa and Middle East
 CORAF. Centre Ouest et Centre Africain pour la recherché et le Développement
 FRAO - WARF Fondation Rurale de l'Afrique de l'ouest -. West African Rural Foundation
 CILSS. Comite Permanent Inter Etats de Lutte contre la Sécheresse dans le Sahel
 ONG. NGO. Organisation Non Gouvernementale. Non-Governmental Organization
 WDMF. Water Demand Management Forum
 PCP. Projet de Communication Participative
 PLASS CBNRM. Program for Land and Agrarian Studies. Community Based Natural Management
 ECAPAPA. Eastern and Central Africa Program for Agriculture and Policy Analysis
 OSSREA. Organization for Social Sciences Research in Eastern and Southern Africa
 PBDD. Partnership and Business Development Division
 ICRISAT. International Centre for Research in Semi Arid Tropics
 CIMMYT. International Maize and Wheat Improvement Centre
 PHC. Primary Health Care
 MICAH. Micronutrient and Health
 CBNRM. Community Based Natural Management
 AHI. African Highlands Initiative
 ESARO. East and South Africa Regional Office
 IUCN. Union Mondiale pour la Nature.
 INERA. Institut de l'environnement et de Recherches Agricoles
 IER. Institut d'Economie Rurale
 WDM. Water Demand Management
 CASS PLAAS. Centre for Applied Social Sciences
 ASARECA. . Association for Strengthening Agriculture Research in East and Central Africa
 CGIAR. Consultative Group in Agriculture Research.
 GIS. Geographic Information System
 ICT. Information and Communication Technology
 MERO. Middle East Regional Office
 PO. Program Officer
 CAMPFIRE. Communal Area Management Program for Indigenous Resources
 BRACO. WARO. Bureau Régional pour l'Afrique de l'Ouest. West African Regional Office.

Executive Summary

Background: Context and previous evaluations:

Six projects of the People, Land and Water (PLaW) program were part of a stratified typical case sample used to evaluate its effectiveness in the regions of its implementation: the Middle East & North Africa (MENA), the Eastern and Southern Africa (ESA) regions, and in West Africa. The preliminary reports of that first evaluation are referred to as part of the data analysis & findings for this new external review commissioned by IDRC's Program and Partnerships Branch (PPB) and supervised by the Evaluation Unit.

Description of the methodology used to address the objectives and questions:

The external reviewers conducted key informants interviews with the program senior management staff members, its team leader and members about the MENA, West Africa and ESA regions, with researchers, community members and partners about West Africa. The data collected from these interviews were then validated through the examination of project documents shared by the team members and the Evaluation Unit, to the extent possible. (See Annex I for details about the methodology design, process followed, data sources, ethical considerations, advantages and limitations).

Analysis and Findings in relation to the objectives

Objective 1: *Assess the extent to which the program is meeting its objectives and aims, as set out in its prospectus, and identify any evolution in objectives:*

In regard to its objectives and aims as set out in its prospectus, the program has reinforced the capacity of researchers and institutions in order to help them work with people and take into account the social dimension of the problems and promote the equitable, sustainable and productive utilization of land and water resources by rural women and men in threatened ecoregions of Africa and the Middle East.

Ainsi, PLaW a été performant et efficace dans la prise en charge de ses buts et objectifs et a su construire une vision commune intégrée qui prend en charge d'une part les sciences sociales et économiques et l'équité en matière de genre, et d'autre part la mise en place d'approches fondées sur la multidisciplinarité et la transdisciplinarité, sur les méthodes participatives, et sur l'utilisation des approches de la communication pour le développement.

PLaW has been able to make some adjustments to changing contexts, opportunities and constraints through the implementation of its thematic approaches in general but they varied by region. Mieux, l'équipe de PLaW a su faire montre de capacité d'anticipation comme en témoigne la prise en charge de la question des conflits et le lancement d'une revue interne pour évaluer le travail.

Comments made in the previous external reviews were taken into account by strengthening its attention to biophysical factors and emphasizing identification of conflicts and their management in NRM. The program also provided on-going attention to the Water Demand Management (WDM) as a novel entry point for research and development on water security. It also reinforced synergies with other IDRC's PIs dealing with NRM issues and building partners capacity for their appropriation and application of the concepts and tools promoted in the PI. These concerns are clearly expressed in the latest PI's prospectus.

Objective 2: Document results of the program (i.e. outputs, reach and outcomes)

Documents reviewed and interviews show that a tremendous amount of outputs was produced in the regions to help increase the researchers' capacity. Training sessions, workshops, networks of institutions in Sub-Saharan Africa, were organized; documents of high quality were written and distributed among researchers, institutions and other stakeholders as well as the NGOs and donors community. Policy briefs and booklets in Arabic for the MENA region were also written. In West Africa also, books, websites, plays, radio broadcasts, audio and videocassettes as well as other printouts in national languages were produced.

Based on the data collected, it was found that the team worked hard on reach to involve policy makers and take outputs back to researchers and communities in the regions. One of the most important outcomes is the reinforcement of the capacities of the researchers, the institutions and the communities in the different regions with the ultimate goal that community members take the results and use them, as they deemed most appropriate. A lot of work was concentrated on networks and big institutions like CGIAR as like-minded partners and tutors in the work with national researchers concludes the team leader. Other important outcomes of the program are the changes of practices that took place at the field level as indicated by the team members.

The reviewers conclude that, overall, the reach and the outcomes of different projects are results showing the significant progress PLaW has made in reaching its goal and objectives. Some challenges remain in terms of the existing constraints such as the ones related to the work division of staff members but lessons learned from the implementation process will certainly help them identify how to address these issues in the next phase of the program.

In general the findings indicate that the program has been effective in disseminating the results achieved mainly among researchers and local institutions. The influences on researchers and local institutions in different regions are significant. PLaW has influenced mostly local policies in the MENA, Eastern and Southern Africa, according to team members. En Afrique de l'Ouest, les entretiens et les documents révèlent que PLaW a contribué à l'élaboration des politiques nationales de lutte contre la désertification au Burkina Faso, au Mali, au Niger, au Tchad et au Sénégal notamment. Cela s'est fait par l'appui aux équipes de recherche, la facilitation de la participation des délégations nationales aux négociations de la convention sur la désertification, l'appui pour la participation de segments de la société civile, des femmes en particulier au processus d'élaboration des politiques nationales. De ce point de vue PLaW a influencé les politiques nationales en matière de désertification qui constituent l'épine dorsale de l'intervention des Etats dans le domaine de l'environnement.

PLaW's contribution to technology was rather through the valorization of local knowledge by building on existing technologies at the community level and the integration of what is useful and satisfactory to be improved with scientific knowledge without imposing it, which is the overall approach of the program, mostly illustrated through the participatory communication for development in different projects.

One can say that the program was successful too in influencing technologies by valorizing local knowledge at the community level and by supporting scientific approaches through local institutions as demonstrated by the projects analyzed in this review.

Gender issues have evolved in the program according to the team members. All projects address the issue but they need to be integrated at the same level and with the same understanding in all of the projects. Consideration to gender issues remains a challenge in the program. Team members have been taking appropriate actions to address them and fully integrate gender approaches in projects with the collaboration of the Gender Section of IDRC and by putting resources for teams to learn and conduct more researches about this thematic approach in the different regions.

Changes in relationships, actions and behaviors from projects' partners and stakeholders are notable in the regions. Positive behavior changes were observed among researchers and community members as a result of several projects' activities. In the different regions, user groups were established and partners have organized themselves in networks to work together. Relationships between researchers and Program Officers are also positive aspects that are worth noticing.

Objective 3: *Offer reflections on the strengths and weaknesses of the program's thematic approach and strategies in relation to the current state of the field in which the program is active:*

The evaluation reveals that many elements of the thematic approaches and strategy, the networks, the regional projects, and the type of partnerships with other donors have been chosen to help the PI advance towards its objectives and goals, i.e. to align the mind and efforts of its partners accordingly for them to produce outputs, outcomes and other effects that contribute to such objectives and goals.

Overall, each project in the program portfolio addresses one or two objectives of the PI and the strategies implemented in the different regions are geared towards making progress in achieving the development goals. The thematic approaches and strategy are for the most part related to the current state of the NRM thinking in the different regions as revealed by recent reports on the subject in the Middle East and the sub-Saharan regions.

The data reveal that the program is mostly relevant to agricultural and natural resources and environment researchers and their allies. Team members think that this constituency is the most important because it contains the greatest amount of well-trained human resources relevant to the work of PLaW. In West Africa, the projects were also relevant to the communities as illustrated by the examples provided in this report.

The interviewees agree that overall, PLaW's niche is in the building or reinforcing of local capacity through systematic participatory communication, inter-disciplinarity and integration of gender issues in the projects.

The emphasis on working with the communities can be considered as one way to scale the results up to local governments, institutions and policies because if these results and information are internalized in policies, such policies will be better in terms of implementation and probable effects back on the ground.

The reviewers conclude that the program, through its thematic approaches and strategies, fits quite well within the state-of-the art thinking about Natural Resources Management. The projects examined in this review have initiated significant actions and reinforced their efforts in providing incentives, information, inputs and institutional capacity building which are found to be among the indispensable ingredients leading to sustainable development.

Reviewers' overall analysis

From the documents reviewed, the data collected, the team leader's report and as it could be observed, the issues addressed in the program will become even more relevant considering the evolution of the international development context in the regions.

In fact, water management, desertification with attention to soil productivity, food production and institutional issues will require even more resources (budget and staff), sustained activities and support. It can be forecasted that more pressure will be put on populations to increase agricultural productions at lower prices, as a result of globalization, in which each country is required to be more competitive. Developing countries are striving to have agricultural subventions to farmers in developed countries reduced in order to have fairer trade agreements, to enable them to export their products to international markets with fewer barriers. Several discussions have failed to bring satisfactory results to these small countries so far. They are still in a very difficult situation to improve their overall economic situation and effectively change the poor living conditions of the majority of their populations.

Within the current continuously changing global development context, the team may find it crucial to accelerate the efforts already made to reinforce synergies and coordination in implementing different activities. A new strategy will probably require more resources that could adequately address fundamental communities' needs and produce greater impacts in alleviating poverty at least in these selected areas.

Some of the interviewees have suggested to reduce the number of projects but to design bigger ones with reliable partners in order to capitalize on the research results and truly reduce the level of poverty in the areas of intervention. It seems, therefore, important to focus on specific geographic areas, (maybe not all across regions) where maximum resources could be concentrated in order to achieve expected significant results, especially if scaling up and out are important aspects to consider in getting visible impacts at the national and regional levels.

One of the biggest challenges the team will face in the future will be to find efficient ways to promote greater equity and environmental sustainability through participatory approaches due to the present constraints described in this report. The promotion of Apeople centered@ approach to research for development may also mean, according to the reviewers', in the future, to offer to communities an integrated package of activities that address different aspects of their lives and human needs, such as health, education, income generation in addition to the ones (gender, equity, knowledge, soil productivity, desertification and water management) already taken into account in the program's design.

External Reviewers' conclusions and questions for the PI and IDRC to consider in its future work

Very good work was done in the different regions at the community level mostly as demonstrated by the documents reviewed and the data collected from the interviewees. The capacity of local researchers and institutions in better understanding natural resources management from a social perspective have been reinforced through several projects. Evidence of positive behaviors changes have been observed in all the regions as a result of the application of the thematic approaches and the strategy adopted.

Challenges remain in integrating gender, multi and inter-disciplinarity among researchers and efforts are made to address these issues as well as those related to scaling up and an overall communication strategy for the program. These efforts carry the hope that results will be used by high-level decisions makers and ultimately contribute to alleviate poverty as stated in the PI's prospectus. Documentation of the program per se still needs to be strengthened but the team is also working on that aspect.

The review of the documents and the comments made by the team members show that they have a good understanding of the current achievements and remaining challenges and that they have already started to take some actions towards addressing them.

In the process, team members may find it useful to keep in mind the following questions in relation to the planning, implementation and monitoring process that might help the PI in its future work:

1. In the three regions, MENA and Eastern and Southern Africa, the focus of the activities was so far more on building or reinforcing the capacity of the local researchers and institutions. However, a lot remains to be done in order to improve real inter-disciplinarity, participatory communication and gender considerations among the team members themselves, the researchers and these institutions. A lack of common understanding of these different terms appears to be one of the major challenges the team will have to address in the future. What could be the most effective way to address these issues carefully? The team may want to develop a new Plan of Action that starts

with in-depth trainings and professional orientation for all members about strategic planning and the thematic approaches. This will establish a common understanding of the program's vision and objectives among members and researchers and increase their productivity and level of motivation.

2. What is the best way to address the lack of documentation? This issue seems urgent to address as well as specific actions to ensure adequate documentation in the future. The documenting process remains a challenge for the teams and needs improvements/reshaping to suit different audiences, including actual project reports. A suggestion is to adopt a standard format of project documents that present results and performances.
3. What are the most effective ways to disseminate results and promote their use? Does the team wish to continue to make these results available to specific targeted publics or the general one? PlaW ne pourrait-il pas envisager une prise en charge plus importante des processus de capitalisation et de dissémination à large échelle des résultats du programme ? Ce qui entre autre chose suppose : le renforcement des capacités en communication au sein de l'équipe et des chercheurs, la disponibilité de compétences capables de prendre en charge la dissémination, l'allocation de budgets pour les voyages d'études et la participation à des rencontres scientifiques pour les membres des équipes de recherche, les frais de diffusion et la mise en place de stratégies de diffusion et de pérennisation. Car il est désolant de constater que la masse de résultats produits par les projets et édités sous forme de rapports, de brochures, de documents audiovisuels ne soient pas accessibles pour d'autres communautés qui en ont besoin.
4. International trade, health, education, conflicts, economic growth, globalization, national and regional issues are interlinked and have impacts on people lives even at community level within the current global development context. They are all additional challenges that the program will have to face in the future. How best could the team position the program to anticipate negative impacts and take proactive measures to alleviate poverty in the targeted communities? The team may want to brainstorm about these issues and set the priorities and limits of the program based on the available resources and the opportunities to expand resources, reinforce synergies and coordination of activities and among different stakeholders and donors.
5. Les tendances actuelles dominées par une forte poussée démographique, la désertification et la dégradation de l'environnement, les difficultés des systèmes de production et de la commercialisation agricole, une baisse de l'aide au développement, l'élargissement des zones de conflit font craindre le pire pour les populations si les actions d'institutions comme le CRDI ne sont pas maintenues et même renforcées. Est-ce qu'il ne serait pas plus opportun et efficace de concentrer l'action du PI sur l'Afrique qui aujourd'hui constitue la région la plus vulnérable, avec une pauvreté rurale en pleine expansion et de difficiles conditions environnementales et agricoles ?
6. Les questions et problèmes que pose le pastoralisme qui aujourd'hui mobilise et fait vivre presque 50% des populations d'Afrique au sud du Sahara, et constitue la principale

source de revenus de millions d'êtres humains, sans compter sa contribution au PIB de ces pays, méritent d'être pris en compte de façon plus importante dans les programmes visant une gestion plus intégrée des ressources naturelles. Les résultats acquis du projet * Intégration agriculture-élevage dans le Sahel ne pourraient-ils pas constituer alors une base pour une attention plus accrue dans les programmes à venir ?

7. L'approche projet de PLaW ne devrait-elle pas être revisitée pour prendre en compte de façon plus systématique : la mise en œuvre des méthodes participatives dès l'idée de projet, jusqu'à son évaluation finale avec l'allocation de ressources adéquates permettant le développement des projets et leur mise en œuvre ; une plus grande prise en compte du genre avec des indicateurs ; l'inclusion de la méthodologie de communication participative comme une composante de tous les projets de gestion des ressources naturelles. Car la mise en œuvre de telles approches a un coût humain et financier qui s'il n'est pas pris en charge peut compromettre les chances de succès durable.
8. PLaW ne devrait-il pas davantage favoriser la synergie entre les projets évoluant dans un même pays, une même sous région ou portant sur une même thématique ? Cette synergie devrait permettre d'utiliser les forces et compétences de chacun des projets pour trouver des solutions à des problèmes résolus ailleurs et pour avoir des résultats et un impact encore plus importants.
9. Est-ce qu'il n'est temps revoir le système consistant à avoir un team leader qui ne travaille pas directement avec un program officer, ce qui l'oblige à devoir développer et administrer des projets, ce qui source de problèmes et laisse peu de temps au team leader pour travailler à rendre peut-être le programme visible, à développer des partenariats et chercher des cofinancements, toutes choses qui ont un peu manqué à PLaW dans la dernière période.

A - Background : Context and previous evaluations

People Land and Water (PLaW) is one of the six Program Initiatives (PIs) that are oversighted by the Environment and Natural Resources Management (ENRM) Program Area Direction at the International Development Research Center (IDRC). Six of its projects were selected as a sample to evaluate this PI in its four regions of implementation at the end of 2002 and beginning of 2003. By then, PLaW team members internally commissioned that first evaluation. Preliminary reports produced by previous evaluators are referred to as part of this new external review of the PI, commissioned this time (April to September 2003) by IDRC's Program and Partnerships Branch (PPB) management and supervised by the Evaluation Unit. It is conducted to be used as Aone source of information to improve program effectiveness and provide an independent, informed view about how programs are performing, the extent to which they meet their objectives, and the results and effectiveness of programs@. (ToR) Some changes in senior management took place between the time of the data collection (march to June 2003) and the submission of this report. Team members provided updated information and additional documentation to the reviewers during meetings held in Naivasha, Kenya on September 20-21, 2003 and afterwards. These data have also been used in this report.

B - Brief description of Objectives and Questions addressed in this review

The following three objectives of this external review, detailed through different sets of questions, determine the type of information the reviewers had to look for. These questions are also used as the basis of the analysis needed to improve program effectiveness, assess accountability for program results and inform management decisions aimed at future programming directions. (Re: Reviewer's Guide)

Objective 1 and questions: *Assess the extent to which the program is meeting its objectives and aims, as set out in its prospectus, and identify any evolution in objectives:* This implies to describe the progress towards reaching its objectives, see the adaptations the program has made or is making to changing contexts, opportunities and constraints. It also means to ask about how the program has undertaken any actions proposed in its prospectus as a result of comments from previous evaluations and document how the program is undertaking and using evaluation in its work.

Objective 2 and questions: *Document results of the program (i.e. outputs, reach, and outcomes):* Outputs include, but are not limited to, research reports and publications, websites and electronic lists produced, conferences, workshops and their proceedings, etc. The review of these outputs means to comment on their quality based on consideration of their scientific merit as assessed in the field of Environment and Natural Resources Management (ENRM), analyze their relevance and appropriateness given the intended audiences, users, contexts, and the purposes of the program.

Reach: It is defined as how actors interacted with and were affected by their interaction with the activities and/or results of the program; the strategies which contributed to the program's outcomes; and any constraints. This should take into account, but need not be limited to the following:

- 1) The effectiveness of the program at promoting the dissemination and utilization of research results;
- 2) The contributions of the program to building or strengthening capacities of researchers and institutions;
- 3) The contributions of the program to influencing policies and/or technologies;
- 4) Any contributions of the program to a greater understanding and consideration (amongst program partners and within the field of research) of inclusion of gendered perspectives in research and research processes;
- 5) Any changes in relationships, actions or behaviors of project partners and other project stakeholders, including any relationships that the program effected which contributed to development results (e.g. formation of networks, involvement of stakeholders, collaboration among researchers, etc).

Outcomes are defined in the prospectus, e.g. the program's contribution to changing the actions, behaviors and relationships of the program's partners.

Objective 3 and questions: *Offer reflections on the strengths and weaknesses of the program's thematic approach and strategies in relation to the current state of the field (ENRM) in which the program is active:*

This implies to comment, based on the evidence, on the extent to which the thematic focus and strategies of the program are consistent with the development goals and objectives it seeks to bring about (strategies including, but not limited to, project modalities (e.g. networks, regional projects etc); type and size of projects; types of partnerships (e.g. Canadian, other donors etc). It is also necessary to identify how and to whom the work supported by the program is relevant and to comment on the niche of the program; how does the work of the program relate to the state-of-the art in the field in which the program is relevant.

C - Description of the methodology

(See Annex I for Evaluation Standards and limitations of this methodology)

The suggested methodology for this external evaluation focuses on building upon the processes previously followed by the evaluators of the first internal review and is based on the following approaches:

- 1) Review of Program and Projects documents.
- 2) Interviews with PLaW Senior Management Staff, Regional Directors, PI team leader, team members and previous teams members.
- 3) Fields visits and interviews with researchers, partners and community members in West Africa of projects used as case studies.
- 4) Analysis of a stratified sample of typical projects selected for the review:

- In Middle East and North Africa:

- Arsaal: The Sustainable Improvement of Marginal Lands in Lebanon Project.

- In Southern Africa:

- Center for Applied Social Sciences (CASS)/Community Based Natural Resource Management (CBNRM) Project in Zimbabwe.

- In Eastern Africa:

- African Highlands Initiative (AHI).

-In West Africa:

- The Crop-Livestock integration for sustainable natural resources management in the sub-humid and highland zones of West and Central Africa in Burkina Faso, Mali and Niger with the Institute of Environment and Agricultural Research in Burkina Faso and the team of Production System and Natural Resource Management of the IER of Mali.
- The *Integration de la communication participative en appui aux actions communautaires de lutte contre la désertification au Sahel +: Burkina, Tchad with the committee Alnter Etats de Lutte contre la Désertification dans le Sahel@ (CILSS).
- The AFondation Rurale de l’Afrique de l’Ouest, FRAO@ which develops with women groups in Banjul ding a rural entrepreneurship project.

These projects encompass one or several aspects of PLaW’s three following objectives:

1. To enhance understanding and knowledge to manage the systemic and external factors that lead to degradation or improvement in the productive and service capacity of land and water resources.
- b. To contribute to local and national policies and institutional arrangements that, by managing intrinsic conflicts, equitably increase access, availability, quality and productive utilization of land and water resources.
- c. To develop or use communication strategies that facilitate the exchange of information and knowledge among stakeholders and foster participation in development initiatives.

Documents include Prospectus, previous projects and program evaluations and external reviews, work plans, progress reports, Project Completion Reports (PCRs), Project portfolio, Abstracts of projects, Minutes of program team/staff meetings, list of the PI outputs, Project Approval documents (PADs) and reports, projects outputs and other relevant information available and provided by team members and the Evaluation Unit.

These documents are used to triangulate the information provided by interviewees to the extent possible. Findings and recommendations of the previous evaluations are incorporated in the report of this review after scrutiny too.

Qualitative interviews with key informants (such as the team leader and members, senior management staff) selected for their first-hand knowledge about the PLaW Program Initiative are used for this participatory evaluation. The interviews follow the questions listed on the reviewer's guide provided by IDRC's Evaluation Unit. They are loosely or semi-structured to allow a free flow of ideas and information. Additional questions are framed spontaneously by interviewers who also tape the interviews for more precision and take notes. In West Africa, specific questionnaires are used with the researchers and communities during the interviews and focus groups are also organized in Burkina Faso, Mali and Gambia.

This methodology is appropriate for the purpose of the evaluation because it provides descriptive information for decision-making and flags areas of concerns that can improve program effectiveness. This methodology is also simple and inexpensive.

The findings reflect comments and opinions expressed by the former DPA, regional Directors, and the PLaW team leader and team members and also those of the researchers and community members on West Africa that are triangulated with the documentation on the program and the sample of projects. The findings summarize also the updated information provided to the reviewers by the team members during meetings held in Naivasha, Kenya on September 20-21, 2003. More than 50 documents and reports are reviewed to cross check the comments and opinions collected through the interviews.

D - The People, Land and Water Program Initiative (PI) Goals and Objectives

The long-term, short-term goals and the three main objectives of the PLaW P.I. are the followings:

Long-term goal:

Promote the equitable, sustainable and productive utilization of land and water resources by rural women and men in threatened ecoregions of Africa and the Middle East (AME) in order

Short-term goal:

To enhance their lives and their livelihoods through greater food and water security.

The three main objectives are:

- 1) To enhance understanding and knowledge to manage the systemic and external factors that lead to degradation or improvement in the productive and service capacity of land and water resources.
- 6) To contribute to local and national policies and institutional arrangements that, by managing intrinsic conflicts, equitably increase access, availability, quality and productive utilization of land and water resources.
- 7) To develop or use communication strategies that facilitate the exchange of information and knowledge among stakeholders and foster participation in development initiatives.

E - Analysis and Findings in relation to the PLaW Program's objectives

Objective 1: *Assess the extent to which the program is meeting its objectives and aims, as set out in its prospectus, and identify any evolution in objectives.*

1.1 : Assessment of the extent to which the program is meeting its objectives and aims as set out in its prospectus:

In regard to its objectives and aims as set out in its prospectus, the data collected from the interviews and the documents indicate that the work accomplished has significantly contributed to enhance the understanding and knowledge of local institutions and communities in managing the systemic and external factors that lead to degradation or improvement in the productive and service capacity of land and water resources in all the regions.

According to the team leader, the program also reinforced the capacity of researchers and institutions. These activities were carried out in order to help them work with people and take into account the social dimension of the problems and promote the equitable, sustainable and productive utilization of land and water resources by rural women and men in threatened ecoregions of Africa and the Middle East.

En Afrique de l'Ouest, les projets * Intégration agriculture élevage + (Burkina Faso, Niger, Mali), FRAO (Gambie, Guinée, Guinée Bissau, Mali, Burkina Faso), CILSS (Burkina Faso, Tchad) participent à la réalisation des objectifs de PLaW, notamment dans ses aspects visant une gestion plus équilibrée et équitable des ressources naturelles, le renforcement des capacités des chercheurs et des communautés, l'amélioration des conditions de vie des populations rurales et la promotion de la communication participative pour le développement. La particularité de ces 3 projets est qu'ils sont tous menés par des entités régionales et que sauf pour le projet de communication participative pour le développement qui demandait des compétences spécifiques et nouvelles, les institutions de recherches disposaient déjà de compétences et capacités humaines et techniques pour conduire les projets.

Ainsi les projets * Intégration agriculture élevage +, FRAO, CILSS disposent d'équipes de recherches avec des profils et compétences variées avec des techniciens de hauts niveaux mais également des spécialistes des sciences sociales qui travaillent en totale synergie. Les problématiques de recherche sont partagées par toute l'équipe, les méthodologies sont définies ensemble, de même que la planification et le suivi des activités.

Ce faisant le programme a réussi à asseoir l'idée que la gestion des ressources naturelles n'est pas seulement l'affaire des techniciens, mais qu'elle interpelle toutes les disciplines. De ce point de vue, PLaW a réussi à amener ses partenaires à internaliser le concept de gestion des ressources naturelles et à asseoir une vision plus systémique de la recherche agronomique.

De l'avis des membres des équipes de recherche, corroboré par les chargés de programmes, les projets de PlaW ont amené les chercheurs à sortir de leurs carcans scientifiques pour s'interroger sur la société, pour relier leurs actions aux personnes et aussi pour appréhender autrement le développement qui ne se * résume plus a des chiffres, des formules +, selon un des chercheurs du Burkina Faso, ce qui donne * un sens plus humain + a leur travail et donc les stimule davantage +

Le programme PLaW a su traduire en action sa conviction que * les populations sont au cœur des problèmes de sécurité alimentaire et de toute autre ressource y afférente + (Prospectus de PLaW, 2000 B 2003) en amenant les équipes de recherches sur le terrain à travailler de façon étroite avec les populations.

Au niveau des projets * Intégration agriculture élevage +, FRAO, CILSS, les équipes de recherches bien structurées ont identifié des communautés dès la phase initiale de mise en œuvre pour travailler avec elles au niveau des diagnostics, des expérimentations, de la capitalisation des résultats et de leurs utilisations sur le terrain.

Dans tous les projets en effet, à côté des équipes de recherches travaillent également les membres des communautés, hommes, femmes, jeunes qui sont les destinataires et les bénéficiaires des résultats des recherches. Les expérimentations au Burkina Faso, au Mali, au Sénégal, au Tchad, au Niger, en Gambie se font avec les communautés qui participent aux recherches en y intégrant leur savoir et savoir-faire.

Les projets PLaW, de l'avis des chercheurs rencontrés les ont amené à mettre en évidence la finalité de leurs interventions et l'impact de celles ci sur l'environnement physique et socio-économique.

Du cote des populations, PLaW leur a permis de prendre conscience que les solutions a leurs problèmes existaient et qu'avec l'aide et l'appui des chercheurs ils pouvaient reverdir des terres jadis abandonnées, améliorer la production laitière des bêtes, fertiliser les sols sans dépenser de l'argent en engrais, régler leur conflit et gérer équitablement les pâturages, les points d'eau, prendre la parole en public pour exprimer ses vues, donner des représentations théâtrales publics, etc.

On peut aussi affirmer qu'il y a un fort ancrage communautaire de PLaW dans les différents projets qui ont été visites et que ces derniers ont permis aux chercheurs et aux différents acteurs : les partenaires techniques, les populations surtout et dans une moindre mesure, les politiques d'avoir une interaction fructueuse.

Il apparait ainsi que la mise en œuvre des projets a consolidé les objectifs de l'IP PLaW et généré de nombreux enseignements principalement en ce qui concerne les démarches, les résultats et impacts des recherches qui constituent une base solide pour d'autres programmes visant la gestion concertée des ressources naturelles et l'amélioration des conditions de vie des

collectivités rurales pauvres et marginalisées. Au Burkina Faso, au Mali, en Niger, au Tchad, en Gambie, au Sénégal, les résultats des projets sont aujourd'hui utilisés par les acteurs communautaires, mais également les institutions nationales et régionales de recherche dans lesquelles sont logées les équipes de recherches et les services techniques des États.

PLaW a réussi à amener les institutions nationales et régionales chargées de piloter les politiques nationales de recherche agricole et de lutte contre la désertification à collaborer et à ainsi rendre opérationnelle le partenariat. Cela a été le cas au niveau du projet * Intégration agriculture élevage + qui a mobilisé les équipes de trois pays, au travers de leurs centres de recherches, mais également les ministères techniques, des projets intervenant dans le domaine de l'environnement et des ONG. De même, le projet du CILSS a aussi permis de mobiliser des équipes dans les 2 pays et des services techniques des deux États, ainsi que des ONG. Avec le projet CILSS, PLaW a réussi à influencer les politiques nationales et régionales dans le domaine de la gestion des ressources naturelles, puisque, lors de la Table ronde de partage des résultats du PCP, tenue en Avril 2002, le CILSS a décidé d'adopter la démarche de Projet Communication Participative (PCP) et de l'intégrer dans les politiques nationales de lutte contre la désertification.

En appuyant la FRAO qui intervient en Gambie, Guinée, Guinée Bissau, Mali, Sénégal, le projet * Intégration agriculture élevage + qui couvre le Mali, le Burkina Faso et le Niger, le projet CILSS qui a concerné 2 pays (le Burkina Faso et le Tchad), PLaW a permis aux équipes de recherches de tous ces pays de créer des réseaux et d'instaurer des échanges et partages d'expériences et de démarches pour faire avancer leurs problématiques. Des mécanismes tels que les ateliers de partage des résultats, des sessions de formation et des évaluations participatives sont largement utilisés ainsi que le réseautage électronique.

In Eastern Africa too, the previous internal review reveals that researchers and local institutions have become part of networks of research teams that are taking place among institutions. They have identified some mechanisms (such as electronic exchanges among researchers working in different countries) in order to put in place these networks where knowledge and results are diffused. PLaW team members have facilitated exchanges among researchers working on the same thematic approach (such as communication) in different regions. These exchanges help researchers become more involved in what they are doing.

According to the team members, all these efforts aim at contributing to local and national policies and institutional arrangements, which are important to manage intrinsic conflicts, equitably increase access, availability, quality and productive utilization of land and water resources.

The program has also supported projects to develop or use communication strategies that facilitate the exchange of information and knowledge among stakeholders and foster participation in development initiatives. The 2003 DPA report to the Board states that one initiative, the Water Demand Management Forum (WDMF) has proven to be a great success in

the Middle East and North African (MENA) region. Through the organization of four forums, 500 decision makers from 11 countries had participated, as had donors from 25 different organizations of which several provided added support to the forums' activities.

Given the success of this work, IDRC has been requested by its partners, both decision makers and donors, to continue leading the work to contribute to policy change in WDM in MENA. (ENRM DPA Report 2003, p 5).

A Regional Director commented that the program in the MENA region also provided better understanding of different issues among stakeholders such as water pricing and willingness to pay different prices to charge for different quality of water and how to transfer agricultural water to domestic and municipal water and generated knowledge about issues not understood at the beginning, like using wastewater for agricultural purposes. It also diffused knowledge and understanding among government officials and NGOs. PLaW has also brought technical solutions in the area of Natural Resources Management through good research and improve capacity building among researchers.

D'autres dimensions sont aussi apparues comme éléments positifs dans la démarche de PLaW avec, les activités de réseautage, notamment dans le domaine de la communication participative pour le développement, avec le lien entre l'Asie et l'Afrique avec le projet Isang Basak (101019) et l'introduction de l'entrepreneuriat rural comme une réponse aux problèmes de la sécurité alimentaire et de la pauvreté dans le cas du projet de FRAO (100379).

In conclusion, it can be said that on the basis of the projects sampled for this evaluation and the examples given by the interviewees as well as the documents reviews on others, the program has been adequately meeting its objectives and aims as set out in its prospectus.

1.2. Identify any evolution in program objectives, and/or any adaptations that the program is making to changing contexts, opportunities and constraints:

The interdependence among projects has been considered from the beginning in the overall PLaW PI, according to the team leader. With time, the integration among projects has increased through activities and strategies. Projects are selected based on how well they will meet one objective or another, taking into account the overall goal of the program as shown in the Program Initiative (Group) Projects Portfolio: PLaW/TEEDE document.

Les projets mis en œuvre couvrent les 3 objectifs stratégiques de l'IP PLaW, avec par ordre d'importance en termes de volumes de projets, l'objectif 2, suivi de l'objectif 1 et enfin l'objectif 3. Il y a dans l'ensemble, un équilibre entre les 3 objectifs avec seulement une légère dominance de l'objectif 2. Par ailleurs, on retrouve aussi le même équilibre entre les questions touchant l'eau et la terre, les politiques et la communication participative. (PLaW Portfolio Analysis, Oct 2003).

La légère prédominance de l'objectif 2 s'inscrit en droite ligne dans l'évolution même de PLaW. Car au départ, il fallait d'abord comprendre, analyser les facteurs et raisons de la dégradation des ressources naturelles et par suite utiliser les résultats des recherches, à large échelle pour agir, pour transformer les réalités, pour influencer les partenaires et les politiques selon les membres de l'équipe et les documents analysés. De sorte qu'on peut dire que s'il y a eu évolution, elle se situe non pas au niveau des objectifs qui demeurent pertinents et valides, mais surtout au niveau de l'emphasis mise sur l'un ou l'autre des aspects, en particulier sur l'objectif 2 principalement.

Par ailleurs, on observe sur le terrain des interrelations et interdépendances entre les 3 objectifs, ce qui permet d'asseoir une bonne maîtrise des questions agricoles, des sols, de l'eau, des technologies et des stratégies d'intervention qui peuvent et doivent être mises en place pour une gestion plus équitable et durable des ressources naturelles et enfin pour une large utilisation des savoirs et connaissances. Du reste, la complexité des milieux physiques et sociaux font que ces derniers ne peuvent être exclusivement limités à un seul aspect.

Talking about the evolution and adaptation to changing contexts, opportunities and constraints we can say that they depend on each region's specific characteristics.

In the MENA region for example, team members think that natural resources issues have not changed, so not very much adaptation was made to the program because the context didn't change so much. The focus on key problems remains. Significant adaptation was made in specific policies, not in the general thrust of the PI in the opinion of the interviewees. The adjustments made responded to requirements to advance the PLaW agenda, i.e., greater awareness and consciousness about the inevitability and priority for greater attention to Sustainability as part of Sustainable and Equitable Development (SED) efforts.

L'accroissement des difficultés économiques dans les pays du Sahel (Burkina Faso, Mali, Niger, Tchad, Sénégal etc. où PLaW a développé des projets) et qui ont comme résultante une plus grande pauvreté rurale et une pression encore plus accrue sur les ressources naturelles disponibles ont fait que les projets de PLaW ont suscité beaucoup d'attentes auprès des communautés impliquées dans les projets de recherches. Car, par delà les recherches sur * l'intégration agriculture-élevage +, * la communication participative pour le développement +, * le renforcement des capacités des organisations paysannes et le développement d'un modèle d'agriculture biologique +, * la gestion de la résolution des conflits autour des points d'eau +, les populations interpellent les parties prenantes des recherches (équipes de chercheurs, CRDI), sur la prise en charge de leurs besoins en santé, éducation, accès à la terre et aux intrants, accès aux crédits, accès aux instances de prise de décisions.

Pour trouver des réponses à ces besoins révélés par la mise en œuvre des projets, PLaW a fortement encouragé les équipes de recherches à développer des partenariats avec les services techniques des États, les projets de développement et les ONGs et, plus globalement à initier

des démarches holistiques en vue d'aider à trouver des solutions aux problèmes posés par les populations et que la recherche financée par PlaW ne pouvait régler.

Le fait que PlaW ait choisi de travailler avec des institutions nationales B INERA (Burkina Faso)- IER (Mali)- Université de Ouagadougou- ISRA (Sénégal) etc. et régionales : CILSS B FRAO, a sans doute permis de tirer profit d'une part des acquis de ces organisations qui ont une bonne expérience de recherche aussi bien sur les questions de gestion des Ressources Naturelles que sur les questions sociales et économiques et d'autre part d'avoir un plus grand impact sur les équipes de recherches et leurs institutions.

L'équipe de PlaW a su faire montre de grandes capacités d'adaptation et voire même d'anticipation comme en témoigne la prise en charge de la question des conflits et ses initiatives pour faire une évaluation interne des activités du PI. Par ailleurs la tenue récente à l'initiative de Guy Bessette d'une rencontre regroupant toutes les parties prenantes des projets de communication participative (chercheurs, partenaires techniques, communautés) est aussi une innovation intéressante allant dans le sens d'une plus grande synergie entre les projets et d'une plus grande efficacité du PI en général.

Au niveau des contraintes, on notera surtout celle relative à la taille et composition de l'équipe de PlaW. Même si certains Program Officers (POs) déplorent la surcharge de travail et le fait que le PlaW ait * perdu l'oreille du management + avec le départ de quelques anciens et ténors, le PI ne semble pas outre mesure pénalisé ou bloqué par ce fait. Il se trouve même que certains, une personne du management et un program officer, avancent que le bouleversement au niveau de la composition de PlaW a permis au PI de disposer actuellement d'une équipe certes moins nombreuse, moins influente, mais de loin plus homogène et dans laquelle, plus ou moins tout le monde est logé à la même enseigne.

1.3: Comment on how the program is undertaking any actions that it proposed in its prospectus to take as a result of comments made in the previous external review, if any.

In order to respond to the previous evaluation recommendations and experiences from its first phase, PLaW started adjustments in relation to the three objectives as follows:

For the first objective, to strengthen its attention to biophysical factors, it was reworded in the present prospectus to make this concern more explicit to partners and to the design of new projects: ATo enhance understanding and knowledge to manage the systemic and external factors that lead to degradation or improvement in the productive and service capacity of land and water resources@. A number of projects are then selected in relation to each objective, as illustrated by the following examples:

According to the team leader, the team gave continued attention to Water Demand Management as a novel entry point for research and development on water security. Researchers also put emphasis on synergies with other Centre PIs dealing with NRM issues, in order to enhance overall effectiveness and efficiency in PI delivery and identifying areas with room for joint PI activities.

According to the same source, PI efforts were also reinforced to make validated knowledge available to users in a friendly form, with attention to the processes of communication among community dwellers and on how to improve two-way communication and learning between Atechnical people@ and community dwellers with their own knowledge. The PI is developing a specific project to attend this issue, which is also an element incorporated in the design of all new project and especially if they are second phase projects.

For the second objective, to further emphasize identification of conflicts and their management in NRM, with focus on this issue during the design and appraisal of all new PI activities, conflicts management was also made explicit as part of the definition of the PI objective two in the current prospectus: A To contribute to local and national policies and institutional arrangements that, by managing intrinsic conflicts, equitably increase access, availability, quality and productive utilization of land and water resources@.

Team members put emphasis on capacity building to permit partners to appropriate and apply the concepts and tools that the PI promotes (Project on gender (ECAPAPA), OSSREA, Workshops on Conflict Management).

Team members and researchers drew their attention also on mainstreaming gender among large constituencies such as agricultural and natural resource management researchers and extensionists, specially in promoting explicit attention to gender for reasons that include but go beyond equity considerations. (ECAPAPA and OSSREA projects)

The team also addressed the need for scaling up from community-based research to a wider application of results. As the team leader reports, Athis is an area of development and PLaW is currently working on the HOW to do so@.

In order to update on resource expansion efforts, lessons from past experiences, identification of continuing and new partnerships etc, the team made several efforts. According to the team leader, activities were concentrated on the WDM in partnership with the Partnership and Business Development Division (PBDD). Parallel funding is abundant and is documented in PLaW portfolio.

On peut également dire qu'il y a eu un renforcement notable des actions pour une plus grande prise en charge des conflits nés de l'utilisation des ressources naturelles que sont l'eau et la terre. Parmi les initiatives de renforcement on peut citer :

- Le développement du projet * Résolution des conflits d'usage des ressources en eau et la communication participative pour le développement dans le bassin du fleuve Nakanbé (100844).
- Les recherches et réflexions sur la question des conflits menée l'année dernière par l'équipe de PLaW elle-même, au Burkina Faso.
- La tenue d'un forum régional sur la gestion des conflits ruraux liés à la gestion des ressources naturelles (101629), en mars 2003 à Niamey.

Ce qui fait qu'on peut affirmer avec un des PO que le conflit est devenu une composante de tous les projets.

In summary, the program has taken the recommendations of the previous external review seriously and has made several efforts to take actions upon them as proven by the examples cited above in the different regions. Both comments from interviews and documents reviews confirm these conclusions.

1.4: Document how the program is undertaking and using evaluation in its work.

Every year, the PLaW team organizes a review meeting of the entire program and has started an evaluation process of the Program Initiative (PI) in June 2002 by hiring two external consultants. Fields visits and in-depth discussion with research teams is also another mechanism which contributes to the monitoring and evaluation of the projects of PLaW. These efforts are to learn some lessons and identify best practices from the research processes applied in the different regions of the world where projects have been funded for years.

Projects like the CBNRM, AHI , ECAPAPA in Eastern and Southern Africa, the Arsaal in the MENA region to cite a few have also been evaluated previously and the team took the evaluators recommendations into account in the design of their next phase.

Objective 2: Document results of the program (i.e. outputs, reach, and outcomes)

2.1 Review of program outputs to date:

Different types of outputs are found in capacity building of multidisciplinary and participatory research teams, networking among researchers and institutions, training materials, documents and reports, websites, workshops, conferences and newsletters. As demonstrated through the following examples, PLaW research teams and POs emphasized different types of outputs through different projects.

The PI portfolio analysis shows the following examples of some specific outputs.

In the Isang Bagsak project, a training program exists and will be implemented in Asia and in Africa to enable NR researchers to familiarize themselves with skills on improving communication with communities. It will also cover how to start a research and involve community members at every step of a communication process from the planning stage, implementation, monitoring and evaluation. A website accessible to the public is also available.

From the South African project, the researchers had websites, workshops, conferences, and newsletters. In terms of their quality, these materials are of great scientific merit.

The focus of the outputs is for researchers and other stakeholders to get a better understanding of the status of natural resources management under the various regimes of the various communities@. (AM. report p 36, Aug 2003)

Previously, the PLAAS/CBNRM program supported by the IDRC project has not reached its targets in terms of research products, policy briefs or practical guidelines. However, research has been carried out, debate stimulated, the network has been established, multidisciplinary research has been promoted, young researchers encouraged, information disseminated and capacity built. (Eval. of the CBNRM: 1999-2002, April 2002, p36)

In the case of Kabale, the first audience was the National Research Centre, the researchers and agricultural officers. The community became involved in the dissemination and the use of appropriate technologies like e-mails and web sites because they had telecentres. Although these were set by another project, ACACIA, these were still under PLaW portfolio and AHI management, and were used by people. They were also incentives towards agricultural officers and parliamentarians. Workshops were also very useful in Southern Africa, a lot got started and lots of collaboration took place.

AHI has also produced a significant number of internal reports and related documents. The type of publications reflects the fact that in Eastern Africa, the critical mass of researchers has included mainly government functionaries and more important, the women and men in the research sites, while in Southern Africa, the composition of researchers was tilted towards the academic side. (A.M report. Aug 2003, p 32)

Les projets FRAO, CILSS, Intégration agriculture élevage disposent aussi pour leur part d'une documentation riche et variée.

En dehors des publications de type institutionnel, (rapports, comptes rendus, etc.), les projets ont de nombreuses productions sous formes d'articles scientifiques publiés dans un livre, de communications lors de conférences scientifiques, de production de supports audio et visuels sur les projets, de création de troupes théâtrale et de production de pièces théâtrales articulées aux objets des recherches, de production et de diffusion d'émissions de radio, d'articles et d'interviews, de production de guide du communicateur endogène et de guide sur la structuration, la mise en place et le fonctionnement d'une organisation de gestion des points d'eau en milieu rural et semi-urbain.

Les publications à caractère scientifique et technique sont les plus nombreuses. Elles sont constituées pour l'essentiel par les résultats des expérimentations et du développement des technologies. Elles sont destinées principalement les milieux scientifiques et leur diffusion reste restreinte. Le cas du projet Intégration agricultureÉlevage mérite une mention particulière, car plus les équipes de recherche ont fait d'importants efforts dans la capitalisation et de diffusion avec plus d'une douzaine de brochures sur les résultats des diagnostics menés dans chacun des 3 pays et sur les résultats des expérimentations. Toutes ces publications sont passées en revue par le comité scientifique du projet qui en valide le contenu.

Les publications destinées au grand public sont moins nombreuses. Les seules mentions enregistrées concernent un chapitre écrit par Ola Smith dans un livre ; la parution dans le plus grand quotidien du Sénégal, *Le Soleil + d'un encart publicitaire sur la FRAO, ses programmes, son expérience; la publication de deux * cases studies + sur les programmes de gestion de terroirs villageois de la FRAO qui ont été repris et intégrés dans un rapport de ADF, African Development Foundation présenté devant le congrès américain et qui seront publiés sous peu ; la publication dans la revue CRDI Explore d'un * story case + portant sur une expérience de recherche participative de la FRAO sur le développement de la riziculture. Mais cette situation devrait évoluer positivement puisque les projets * Intégration agriculture élevage + et CILSS doivent participer à des publications de livres qui devraient être disponibles d'ici à la fin de l'année pour le projet Gucre.

Les communications lors de rencontres internationales sont plus rares avec comme seules mentions : une communication de l'équipe de INERA du Burkina Faso (100233) lors de la 5^{ème} édition du Forum sur la Recherche Scientifique et l'Innovation Technologique tenu à Ouagadougou en mars 2002 et à la Conférence sur la communication à Barcelone, en Espagne avec le projet JADE (100249)

Les projets ont aussi produit de nombreux supports audio et visuels destinés aux membres des communautés impliquées ou non dans les recherches. Parmi ceux-ci, on peut citer les affiches, les pièces de théâtre, les émissions de radio, les chants, les cassettes audio et vidéo, des posters, des bulletins de liaison, des panneaux de photos prises par les paysans et montées par eux. L'intérêt et l'originalité de cette catégorie de publications résident dans le fait qu'elles sont produites dans les langues nationales et sont donc accessibles aux populations; elles ont aussi impliqué dans leurs conceptions et réalisations les populations qui ne sont plus simplement * des consommateurs + car elles sont des actrices du processus de diffusion des savoirs et des connaissances. Ce qui est extrêmement important pour le renforcement de leurs capacités et leur autonomie. Enfin le projet de communication participative en appui à des actions communautaires de lutte contre la désertification au Sahel avec le CILSS dispose d'une page Web.

The reviewers conclude, therefore, that a variety of outputs were produced as illustrated by the examples mentioned above in the different regions and their quality is assessed through the dissemination and the utilization of these outputs by the researchers and the communities as they were also mostly targeted and useful to the researchers and a technical audience than to the general public.

2.2 Describe the program's reach and outcomes to date

Based on the data collected, the team worked hard on reach to involve policy makers and take outputs back to researchers and communities in the regions.

Networking, changes of perspectives and behaviors among decision makers, researchers, members of local institutions (such as local governments) and community members, influences on policies and partners' agendas, valorization of participatory approaches by decision makers and researchers, improved knowledge, bringing different groups together, capacity-building of various groups, use of technologies on a wider scale, changes in ecosystems are different types of outcomes which resulted from the program's activities.

Networking.

In the Soils, Food and Health Communities project in Malawi, which is carried out in collaboration with the ECOHEALTH PI, there has been a good networking with other institutions. The project is working with the Department of Agricultural Research, the Agriculture Development Division, the International Centre for Research in Semi Arid Tropics (ICRISAT), the International Maize and Wheat Improvement Center (CIMMYT), the Ekwendeni Primary Health Care (PHC) which has a number of projects such as a Micronutrient and Health (MICA), Child Survival (CSP) Grains Bank (GB) and Nutrition Rehabilitation Center. These projects assist in information sharing and networking. (Plaw portfolio Analysis, Oct. 2003 p.12).

A network of institutions in Asia and Africa will also be implemented in a year. In each project, there are outputs but an overall strategy is also developed. For the program, a system is put in place to exchange information about and among projects.

En Afrique de l'Ouest, en aidant à la mise en œuvre de projets touchant plusieurs pays de la sous région, PLaw a aidé les équipes de recherches de ces pays et leurs institutions d'accueil à se mettre en lien, à partager leurs démarches et les résultats de leurs recherches lors de rencontres organisées régulièrement dans le cadre des projets.

Le projet Alntégration agriculture élevage@ avec 3 équipes de recherches au Mali, Burkina Faso et Niger est un bon exemple un bon exemple de ce que Plaw a apporte aux chercheurs. Avec

la mise en œuvre du projet avec un coordinateur scientifique unique pour les 3 sites et des coordonnateurs nationaux, le projet a permis à une vingtaine de chercheurs de toutes les disciplines de se rencontrer régulièrement et d'échanger sur leur travail, leurs résultats. Le téléphone et le courrier électronique ont surtout renforcé et facilité le réseautage entre les 3 équipes et aussi les autres chercheurs des institutions d'accueil.

Capacity building or strengthening

One of the most important outcomes is the reinforcement of the capacities of the decision makers, the researchers, the institutions and the communities in the different regions with the ultimate goal that community members take the results and use them, as they deemed most appropriate. The following examples illustrate these statements:

In the ECAPAPA project, researchers shared knowledge and with the OSSREA project cross-regional visits of MENA staff took place in Ethiopia to discuss about gender issues.

The efficiency of research in terms of increasing the knowledge base and building up a critical mass of people who are aware and able to use the research had been achieved in both projects in the Eastern and South African regions. (Id p. 32)

In the MENA region also, according to a former Regional Director, the general thinking level and knowledge among researchers got reinforced through different trainings. Capacity building was the main outcome of the program, in bringing the understanding of Natural Resources Management as a social science issue as well as a physical and biological science to the researchers, states the same source. In the POs' opinions, efforts to sustain these results should continue because researchers previous trainings were different; also because it is safer for them to work in physical sciences than with policy implications at the social level.

Les échanges, observations de terrains ainsi que la documentation des projets indiquent qu'il y a un travail important de renforcement des capacités. Le rapport de l'atelier régional du projet intégration agriculture élevage mentionne pour les 3 pays un renforcement des capacités des chercheurs des vulgarisateurs en matière de conduite des méthodes actives de recherche participative, d'encadrement de stagiaire, de conduite de visites d'échanges, de formation en technique de rédaction d'articles scientifiques pour faciliter la capitalisation. Au niveau du projet CILSS, l'élément le plus important est le développement de compétence dans le domaine de la communication pour le développement. L'approche consistant à intégrer, utiliser de façon systématique la communication dans les actions de développement n'étant pas encore bien connue et vulgarisée, le projet se devait d'abord de former les chercheurs qui devaient en assumer la direction scientifique, lesquels devaient à leur tour former les agents de terrain et les membres de communautés. Dans les 3 projets de la région Afrique de l'Ouest, PlaW a joué un rôle important dans le renforcement des organisations des paysannes et paysans. Les comités de gestion des conflits ou des feux de brousse, des points d'eau, des pâturages, les

regroupements de producteurs et productrices, la mise en place de troupes de théâtre avec les femmes des communautés sont autant d'initiatives qui participent de la capacitation (empowerment) des populations.

Policy influence

In the Middle East, methods were particular to the region according to a former Regional Director. The team significantly diffused the water issue between Palestinians and Israelis. It was a main stumbling block because knowledgeable people never mentioned water as significant in negotiations. IDRC's efforts help change that perspective and this is an evidence of influence at that level and the effectiveness of reach efforts.

Also through a document review, the reviewers found that the outcome of the WDM project was in influencing research and development community at large by putting WDM higher on decision-makers and partners agendas.

One outcome of the Desert Margin Program Workshop in South Africa was its success in Abringing together many of the principal researchers and practitioners (NGOs) on desertification@. (Comment from one Ex PLaW and IDRC PO in PlaW Portfolio Analysis, Oct 2003)

Also in South Africa, the CASS/PLAAS project had a big impact by helping the officials realize there were resources that they could use from the communities and that results were more efficient when managed by local people instead of government. Results were disseminated among researchers. The report on the PI portfolio analysis also reveals that the CASS/PLAAS project had a very impressive regional reach Alargely based on track record of the two institutions leading it@. (AM. Report Aug 2003 pp. 11 & 32)

According to a previous evaluation, in Eastern Africa there was better understanding and knowledge of the rural environment in the highland eco-zones. This eco-zone is very densely peopled. Results from research were much more evident and their impact on people were more tangible than in Southern Africa. This is due to the greater attention being paid in the former region to promote integrated Natural Resource Management in partnership with local institutions and the intended beneficiaries.

Les options des projets de la région de travailler sur le terrain avec les services techniques des États et aussi de disposer de Comite de pilotage impliquant les services centraux a permis a PlaW de créer des synergies importantes entre les chercheurs et les autres acteurs du développement. Les réunions régulières de ces comites permettent ainsi aux chercheurs de faire connaître leur travail, d'en diffuser les résultats et par ce bais, d'influencer les décideurs et en retour de bénéficier de l'appui des autres partenaires.

Influencing Technology

En Afrique de l'Ouest, PlaW a atteint des résultats tangibles dans le développement de technologies pour :

- la lutte contre la désertification : les feux de brousse, les pare-feux, la protection des berges contre l'ensablement, les techniques de régénérations et de fertilisation des sols, la récupération de terres naguère impropres à la culture, la mise en place de haies vives etc.
- les systèmes de productions : les sols, les techniques de labour, la sélection et le croisement des semences, des variétés, l'amélioration des rendements,
- la résolution des conflits entre les agriculteurs et les éleveurs,
- la combinaison de l'agriculture et de l'élevage considérée comme stratégique pour les écosystèmes du Sahel, avec * l'assolement rotation et l'association céréales niébé en tant que stratégie d'amélioration de la fertilité des sols, de sécurisation de la production vivrière et d'amélioration de l'alimentation animale ; la valorisation des ressources animales locales pour l'embouche ovine ; l'optimisation des résultats de cultures et des ligneux en embouche ovine pratiquées par les femmes.

Toutes ces technologies ont été développées avec la participation des populations qui les maîtrisent. >Un paysan rencontré au Burkina Faso disait qu'ils sont prêts et déterminés à continuer le travail, si le projet devait s'arrêter, ce qui montre que la participation des populations est une réalité et que plus que plus important, il y a une appropriation des résultats.

Changes in behaviors

Changes in behaviors among some researchers and local individuals were also observed according to data found in the different projects' documents; they understand their roles in the communities better and they see the value of listening to farmers

De façon particulière, les résultats des projets ont développé une nette prise de conscience que les écosystèmes actuels fragilisés peuvent changer et que la tendance à la pauvreté rurale peut aussi être inversée. Même s'il est difficile d'attribuer les résultats et impacts aux seuls projets PlaW, il reste que ces derniers y ont contribué. On peut relever avec les chercheurs et les populations les changements suivants :

- L'existence d'un bon esprit d'équipe dans tous les projets visités,
- une grande ouverture d'esprit pour accepter les innovations, qu'elles viennent des chercheurs du CRDI (les PO) comme des populations, puisqu'il est arrivé, selon les chercheurs que des paysans remettent en question des diagnostics qui avaient été

établis ou les amenant à changer les protocoles des expérimentations pour intégrer les savoirs des paysannes et paysans.

- une plus grande prise en compte du genre.
- l'amélioration des revenus des collectivités rurales. Dans certains cas, au Burkina Faso et au Mali, il a été constaté qu'il y avait moins d'exode des jeunes vers la Côte d'Ivoire,
- une meilleure sécurité alimentaire des populations, ce qui se traduit aussi par une meilleure santé, et des conditions de vie plus décentes.
- l'augmentation des équipements sociaux collectifs : magasins et boutiques communautaires, école, case de santé, moulin à mil,
- une grande cohésion sociale à partir du moment où la cohabitation entre éleveurs et paysans est réglée ;
- une dynamique sociale avec une plus grande présence et affirmation des femmes comme actrices économiques et sociales à côté des hommes ;
- l'augmentation du taux de la scolarisation des jeunes filles, la division sociale du travail fait que les hommes sont responsables de la scolarisation des garçons et les femmes de celle des filles, pour le cas du projet de Banjuluding initié en Gambie par la FRAO.

The reviewers conclude that, overall, the reach and the outcomes of different projects are results showing the significant progress PLaW has been making in reaching its goal and objectives. This statement is validated from the opinions expressed by the team members during the interviews and the analysis of the documents. Some challenges remain in relation to the existing constraints such as the ones related to the work division of staff members but lessons learned from the implementation process will help them identify how to address these issues in the next phase of the program.

2.2.1 Describe the effectiveness of the program at promoting the dissemination and utilization of research results:

The program was effective in promoting the dissemination and utilization of research results mainly among researchers, institutions and among communities. Research results were disseminated mainly through workshops and conferences, round tables, meetings, committees, publications and networks among researchers and targeted institutions. They influence policies and brought positive changes of behavior among these different actors.

The following examples confirm this statement.

Researchers organized workshops and conferences, produced documents and disseminated research results, which are demonstrated through the changes of behavior among participants working in other developments projects. One example is found in the Isang Bagsak project. People came to the workshops because they were interested in the participatory communication approach, reports one PO.

In addition, a system is being set up to inform the NGOs and donors'community about the activities and see who will be interested in participating. Projects are identified by category of audience. They are classified per results that could be used by communities, by donors and by policy makers. So information is presented in a different format according to each audience who will use it. Three projects of PLaW are carrying out this activity already in Burkina Faso and in AHI. If the results are positive, these activities will be spread over other projects of PLaW.

The data collected from the interviews also show that dissemination and utilization were moderate and could have been better in the MENA region for example. Individual projects were carried-on but as a PI, the results were not disseminated as actively as they could have been. According to a former Regional Director each region should have had a strategy for each country and even as a region.

La dissémination des résultats des recherches reste encore relativement faible bien qu'elle soit bien assurée au niveau communautaire avec une variété de support utilisant surtout les langues nationales. Il reste qu'aux niveaux national et régional, les résultats des recherches, les publications sont seulement disponibles au niveau des structures spécialisées : des institutions de recherche, services techniques, organisations non gouvernementales qui ont été impliqués à des degrés divers dans les recherches. A ce niveau les canaux que sont les rencontres : réunions, séminaires, comité de gestion et ou de coordination, les tables rondes, en plus des publications sous diverses formes sont le plus utilisés pour le partage et la dissémination des résultats.

Il faut ajouter à cela que le développement du partenariat avec les services techniques, les ONG, les projets et les universités, les regroupements de producteurs et de productrices au niveau des projets * Intégration agriculture B élevage +, de FRAO et de * la communication participative dans la lutte contre la désertification + avec le CILSS ouvre des possibilités pour assurer la promotion et la diffusion des résultats des recherches et augmenter ainsi les possibilités d'une utilisation plus large.

Dans l'ensemble, on peut dire que l'absence de stratégies de diffusion à grande échelle et de prévisions budgétaires à cette fin dans les projets et quelques fois la non disponibilité de compétences et capacités avérées sont des éléments qui expliquent la faiblesse de la dissémination et de l'utilisation des résultats des recherches.

2.2.2 Describe the contributions of the program to building or strengthening capacities of researchers and institutions.

The influences on researchers and local institutions in different regions are significant. Documents reviews show that the Arsaal project for example, Ahas been able to do some important capacity building for the research team including support for Ph.D. and M.Sc. students and some important capacity building of Arsaalis to work in cooperatives and in

technology development and use. Arsaalis attribute the project to helping them in finding innovative ways to solve problems.@ (LEF trip report, p.2, 2002, Arsaal Project Phase II Annual Rep. 2000-01, p11)

Also the program brought together researchers of different backgrounds and approaches into understanding the multi-level dimensions of Natural Resources Management. More women were also brought into the projects.

In Eastern Africa, the AHI project involved local institutions in the research process. Expertise available among ARIs members in Forestry, Water or Health could and did collaborate and small grants were made available to Government professionals to work with them (AM. Rep. Aug 2003, P 39).

In the six pilot sites where the AHI has been implemented, significant capacity building took place among researchers at different levels. (AHI progress report 2000, p19).

Timely inputs, knowledge sharing are also important outcomes of the project in Kabale for the community because it was based on knowledge and empowerment.

A few institutions, in Lebanon and in the Arsaal project, helped the researchers at the American University of Beirut involved in the project to create a unit dedicated to multi-disciplinary research in Natural Resource Management (ESDU). This was a direct impact of the program on an institution and was quite revolutionary.

Researchers' capacity in interdisciplinary research was found strong during a series of site level Monitoring & Evaluation workshops conducted in most of the AHI sites in 2000. They lacked by then, though, a common understanding of participatory research and were least capable of developing linkages with development actors and policy makers. (AHI, Regional Synthesis Rep. Aug 2001, C. Opondo p. iv) This must be interpreted as a positive evolution not necessarily as a deficit on purpose.

Le renforcement des capacités des chercheurs en tant que tels, et des institutions de recherche surtout dans les domaines des sciences sociales en Afrique de l'Ouest aussi les a amenés de plus en plus à tenir compte de la dimension sociale de la gestion des ressources naturelles, des questions d'équité, en particulier de genre, des savoirs locaux et de leur utilisation.

Il est nettement clair que PLaW a apporté beaucoup au niveau des équipes de recherche, en les amenant à établir un lien plus fort entre la recherche qu'ils mènent et la résolution des multiples problèmes que pose la gestion des ressources naturelles, problèmes qui ne sont seulement techniques.

PLaW a amené les membres des équipes de recherche à se remettre en question aussi bien du point de vue scientifique à travers la confrontation avec les savoirs locaux des paysans et des

paysannes qu'au niveau de leur comportement personnel et social par exemple sur les questions de genre.

De façon spécifique, chacun des projets a développé des actions particulières. Des formations ont eu lieu sur : la gestion des ressources naturelles, la gestion des conflits, les techniques de rédaction d'articles scientifiques, les approches participatives, le genre, la modélisation pour le projet Intégration agriculture élevage. Le PCP s'est intéressé aux techniques de communication participative, au théâtre, à la mise en place et à la gestion de comités de gestion des feux de brousse, aux techniques de lutte contre les feux de brousse, de protection des berges. Pour la FRAO, les formations ont porté sur : les approches participatives, le développement participatif de technologies, la gestion concertée des ressources naturelles, la production horticole biologique, la formation et le renforcement des organisations paysannes, la méthodologie d'évaluation (outcome mapping) etc pour le projet FRAO.

Toutes ces formations ont permis de doter les chercheurs et leurs partenaires de compétences et capacités en vue d'une plus grande efficacité de leurs interventions.

In addition, there are three important, successful and linked efforts initiated, established and consolidated with strong leadership and contribution from PLaW to strengthen research, especially agricultural and natural resources management research according to the team leader.

These are ASARECA, the Association for Strengthening Agricultural Research in Eastern and Central Africa, ECAPAPA, the Eastern and Central Africa Program in Agricultural Policy Analysis and the AHI the African Highlands Eco-regional Research Program. Together, they now constitute a respected and influential set of organizations that are beginning to produce second-generation effects in policies, as well as in technology development. Their initial intent was to strengthen research organizational and operational capability.

A lot of work was also concentrated on networks and big institutions such as the CGIAR that have been successful in influencing local institutions and in building their capacity in West Africa. The team leader reports that ACGIAR centers have progressed tremendously in multidisciplinary and participatory work, even though this may not yet be at the ideal level as pursued by IDRC. It is not even certain whether CGIAR centers should reach that level. Some research groups within the CGIAR Center have been receptive and adopted ideas from IDRC in the past and from PLaW now. PLaW has not targeted CGIAR partners to change their ways but as partners and tutors to support national research groups on agreed efforts and using well discussed and agreed approaches, such as those promoted by the PI@.

CGIAR and its institutions worked with local institutions, agricultural officers and extension staff, NGO's, supporters and people concerned with development. Their contributions were in changing the mindset with new integrative concepts and bringing in systematic procedures, like

Farming System Research. The program also provided small grants that enable government professionals to carry out research and travel. (A.M report. p. 21).

In the OSSREA project efforts are aimed towards strengthening institutions capacity building too. Capacity building took place also in South Africa for researchers and the institutions got really strengthened.

In conclusion, through the projects sampled and the documents reviewed, it was found that the program was successful in strengthening and building the capacities of researchers and local institutions in all the regions. Some challenges remain in terms of the researchers' different previous trainings but the changes observed in their behaviors resulting from their adoption of IDRC's thematic approaches are evidences of the program's contribution to these positive effects.

2.2.3 Describe the contributions of the program to influencing policies and/or technologies:

It was found that the level of influence on policy depends on the country where each project took place. Influence also depends on the level of development or centralization of policymaking and whether a country has a national research strategy. Examples are as follows:

In the MENA, Southern and Eastern Africa regions, team members agree that the program has influenced mostly local policies. The Arsaal project also had a remarkable policy influence at the local level as reported in the evaluation of the project. This result complies with IDRC's mandate, which is to get the work done at the community level linked toward policy but not to change policies per se, according to the team leader.

Team members also think that there is an evolution in understanding that results research can improve policy, contrary to the perceptions at the beginning of the program in the MENA region. The Water Demand Management project, for example, has come to realize that a network of researchers has no policy impact but a network of policy makers does; now it has to bring both networks together. Decision makers understood the value of research and several proposals were received afterwards.

The work of ASARECA, ECAPAPA and AHI for example has some impacts at the policy level too in Eastern and Southern Africa. Attention to NRM is now part of the strategy of ASARECA and thus of its constituent national programs and networks across the region, which was stimulated and facilitated by the AHI. This is a fact. It is also a fact that ECAPAPA has helped to harmonize policies, rules and regulation for the exchange of planting materials across countries in East Africa and is expanding this work to other countries of the region reports the team leader.

In addition, the ECAPAPA program which goal was to bring awareness among researchers about policy process (but not to create policies per se) had a substantial beneficial effect on the region's agricultural policy choices and policy-making processes.

The policy information exchange, especially through the weekly electronic service, was highly valued by most stakeholders. The project on the harmonization and rationalization of seed policies in East Africa is the principal area in which ECAPAPA has had a substantial impact in Kenya, Uganda and Tanzania (Rep. of the Mid-term Review of ECAPAPA, Dr. A.W. Mukhebi and al, May 2001). This is a tangible example of influence in policy at national and regional level, showing just the potential for this type of work in the future according to the team leader.

PLAAS is very active in the policy dialogue, especially on issues of land tenure, and the PLAW CBNRM projects as well as other support have helped PLASS participate more actively in this dialogue and make concrete contributions, for example in and around the recent WSSD.

Les projets de PLaW en Afrique de l'Ouest ont joué un rôle certain dans les politiques ou plans de lutte contre la désertification dans le Sahel qui ont largement tiré profit des travaux du programme lors de leur élaboration. Cela s'est fait par le développement des projets, mais aussi à travers l'implication directe des chercheurs dans les ateliers et structures chargées de définir les stratégies nationales, en encourageant la participation de la société civile, en particulier les organisations de femmes dans l'élaboration des politiques nationales dans ce domaine au moins.

Une des influences notables de PLaW concerne la prise en compte par le CILSS, en tant qu'institution régionale, de la démarche de communication participative pour le développement qu'il entend intégrer dans toutes ses actions de lutte contre la désertification dans la sous région. La tenue de la Table ronde de partage des résultats du projet de communication participative, en mai 2002, qui a regroupé les équipes de recherche, les représentants de 7 des États membres du CILSS a permis de valider les démarches et résultats du PCP et de décider de son adoption et de sa généralisation dans tous les pays du CILSS. La Table ronde constituait un moment important de capitalisation des résultats, mais aussi une occasion de dépasser le niveau local pour avoir un impact au niveau des États et des organisations régionales et participer au bouclage de la boucle.

Au niveau du projet * Intégration agriculture-élevage +, deux mécanismes sont actuellement mis en oeuvre pour chercher à influencer les politiques. Le premier mécanisme est l'organisation de rencontres scientifiques mettant face à face les chercheurs et les décideurs politiques afin d'échanger sur l'évolution des recherches et les résultats atteints, les difficultés et la planification des actions.

Le deuxième mécanisme consiste en la production et la diffusion de * notes brèves, fiches techniques ou lettres aux décideurs + dont la substance est tirée d'articles scientifiques déjà publiés.

In terms of influencing technology, the overall approach is not to oppose local knowledge according to the POs. It's rather the valorization of local knowledge and the integration of what is useful and satisfactory to improve with scientific knowledge without imposing it. Several projects have added value to local knowledge as illustrated by the following examples:

In the MENA region, the Environment and Sustainable Development Unit (ESDU) was established in 2001 at the American University of Beirut to act as a specialized unit for the promotion of sustainable rural livelihoods in the Dry lands. It values a multidisciplinary, participatory approach. This helps to ensure that research is grounded in the needs of local people. ESDU also serves as a regional interdisciplinary research center, provides training, services and consultancies and hosts several large community development projects that respond to special needs or opportunities that fall outside the conventional research frameworks of individual disciplines. (AR. Dec 2002 ESDU, p3).

A previous evaluation reveals that in Eastern and Southern Africa, the projects made efforts to tap knowledge and skills from research institutions and NGO's in different ways. CASS, with support from IDC and Ford Foundation, has been involved in the development of the Communal Area Management Programme For Indigenous Resources (CAMPFIRE). The approach ensures that communities benefit from the protection of national forests and wildlife. (AM)

In the AHI project, some improved technologies are based on existing indigenous technologies, such as local soil indicators, organic resource management, and local seeds. For instance the use of traditional irrigation system can co-exist with modern technology. *Vernonia spp* has been used in Lushoto biomass transfer. It was found that when *Vernonia spp* was combined with rock phosphate it increased bean yields comparable with farmyard manure and rock phosphate. (AM. Aug 2003 p. 28).

PLaW a beaucoup fait, de l'avis des POs, des chercheurs et des membres des communautés rencontrées, au niveau du développement des technologies. Les recherches de terrain ont permis de mettre au point, de réactualiser des technologies destinées toutes à faire face à la dégradation de l'environnement et à une utilisation plus rationnelle et équitable des ressources en terres et en eau.

Le projet * Intégration agriculture-élevage et gestion durable des Ressources Naturelles + en plus de proposer des solutions aux problèmes de conflits entre agriculteurs et éleveurs, d'améliorer la fertilité des sols et de mettre en place un système productif * association-rotation céréale niébé (une légumineuse) comme facteur de durabilité (Rapport technique du projet, 2002 p. 45) a aussi apporté des éléments nouveaux, notamment sur la question du pastoralisme qui n'était pas très présente dans les projets PLaW. Des solutions ont été aussi apportées aux questions d'alimentation et de l'utilisation du bétail dans les champs et les activités agricoles en général, des techniques d'embouche bovine et ovine pour augmenter la valeur marchande du bétail et contribuer du même coup à l'amélioration des revenus des ménages ruraux (Rapport technique du projet-Septembre 2002).

En aidant à développer des projets de recherche, PLaW a démontré que les solutions aux problèmes vécus par les populations existaient localement pour peu qu'on crée les conditions de faire le lien entre les chercheurs, les techniciens et les populations. Un exemple concret se trouve aussi dans l'accroissement du nombre d'animaux que des femmes ont appris à nourrir avec la même quantité de nourriture selon les techniques qui leur ont été apprises par les chercheurs.

In summary, the influence on policies was found to be mostly at the local level in the regions, except in West Africa where the program has some successes at the national and regional level with the desertification project. One can say that the program was also successful in influencing technologies by valorizing local knowledge at the community level and by supporting scientific approaches through local institutions as demonstrated by the projects analyzed in this review.

2.2.4 Describe any contributions of the program to a greater understanding and consideration (amongst program partners and within the field of research) of inclusion of gendered perspectives in research and research processes.

From the data collected, it can be said that, overall, gender issue has evolved in the program and is a consideration in the design and implementation of all projects. However, not all PLaW projects have explicit objectives regarding gender issues. It is found, through the review of previous evaluations of different projects that this is an aspect that needs continuous reinforcement among team members, researchers, partners and local institutions despite the efforts illustrated through the examples given below. A common understanding of the concept must take place among these different actors in order to bring adequate attention to that aspect in all the projects.

L'analyse des documents et les entretiens avec les PO, les équipes de recherches et des représentants des communautés, (hommes et femmes), indiquent que l'approche genre figure parmi les préoccupations des acteurs des projets de l'Afrique de l'ouest. D'abord au niveau de l'équipe de PLaW elle-même qui s'est ouverte à l'Unité Genre du CRDI pour se doter de capacités d'analyse et de suivi plus important dans ce domaine. Ensuite au niveau des équipes de recherches sur le terrain qui ont été amenées à considérer aussi bien dans les documents de projets que des actions de recherche la question du genre. Mais, au niveau des équipes de recherche des projets mis en œuvre en Afrique de l'Ouest, il faut aussi noter un niveau inégal de maîtrise des approches et outils de l'analyse genre, comme dans les autres régions. A cela s'ajoute la complexité de la situation socio-économique des populations avec une imbrication particulière des questions de sexe, d'ethnie, de caste, de religion, d'âge, de pouvoirs (féodal, d'argent, politique, etc).

C'est peut être là, une des raisons pour laquelle, il est difficile de trouver dans les documents des projets les analyses de situation de référence sur le genre pour en faciliter l'analyse et le

commentaire à partir des rapports d'étapes et des rapports finaux. Ce qui justifie et explique le besoin en renforcement des capacités en genre et gestion des ressources naturelles exprimé dans les recommandations de l'évaluation du projet du CILSS, ainsi que le rapport de l'atelier du projet * Intégration agriculture élevage + (Mars 2002).

Consideration to gender issues is also increasingly accepted also by partners in MENA according to POs, but the types of tools to use is not clear either how they could and should be adapted to local conditions. .

In some cases, even when gender aspects are included in research proposals, no convincing results come out of them. There is no common understanding of gender issues or of participatory approaches even among researchers. These differences make it difficult for the researchers to work together. Transparent and frequent internal communication, information sharing among them need to improve also in general. Steps towards addressing these issues are being taken.

A common understanding of the processes should also leave enough room for the Program Officers to innovate and develop projects they deem appropriate in the opinion of a Regional Director

There is also a difference in the levels of understanding of gender among research partners and how much depth it needs and can be incorporated into a project in the other regions too. The team has discussed the difficulty of mainstreaming gender in research due to lack of local capacity and expertise to increase such capacity. Thus, two important efforts to deal with this limitation have been initiated according to the team leader:

- 1- The Gender in Agricultural Research (ASARECA/ECAPAPA) provides small grants to teams willing to learn to address gender as part of research and to receive training, while at the same time obtain gender disaggregated information and to use it to improve decision regarding technology research and development.
- 2- The OSSREA project is a more recent effort geared to prepare a curriculum for social and gender analysis for NRM researchers in East and Southern Africa, which will also serve MERO as possible. As part of this, PLaW is also linking strongly with the Gender Unit in the Center to identify and mobilize the resource persons needed to jump- start the regional efforts.
- 3- L'organisation au Niger, dans le cadre du projet * Intégration agriculture élevage + , d'un atelier de formation sur la problématique du genre et la gestion des ressources naturelles a l'intention des chercheurs du Burkina Faso, du Mali et du Niger.

In the ESA region, consideration to gender issues assumes that the coordinators in the teams are aware of the national programs on the whole issue of gender. In reality most of people need to become aware of them, according to a previous evaluator.

In southwest Uganda, though, gender issues were mainstreamed in research projects. Women have been encouraged to join groups to get funds, and there is a youth group that got involved in experimentation in schools. The government got the ability to use other institutions that already exist, like the schools. (AM, previous evaluator)

On the basis of these data, the reviewers conclude that consideration to gender issues remains a challenge in the program. Team members have been taking appropriate actions to address them and fully integrate gender approaches in more projects with the collaboration of the Gender Section of IDRC and by putting resources for teams to learn and conduct more research about this thematic approach in the different regions.

2.2.5 Describe any changes in relationships, actions or behaviours of project partners and other project stakeholders, including any relationships that the program affected which contributed to development results (e.g. formation of networks, involvement of stakeholders, collaboration among researchers, etc).

The reviewers and the team members observed significant changes in relationships, actions and behaviours of project partners and other project stakeholders at the field level. Researchers and local decision makers have learned to take into account the needs of the communities, contrary to the ways they had been trained before. Examples are found in the experiences/implications of ASARECA/ECAPAPA and AHI in ESARO, WARF and the influence on West Africa, which are notable. Others include the development of the Desert Margin big initiative/program of the CGIAR, the WDM Forum and its future projection, etc.

Another example is the positive change of attitude of community members towards women in a project in Burkina Faso, as well as among researchers and one institution like INERA, where researchers and community members came to work as a big family. The researchers adopted a more integrated and participatory approach and a dialogue was established among partners, which were not as obvious before. This is the kind of project that works and produces the expected changes. The challenge of how to expand projects' results to the regional level and toward a higher level of local institutions remains, though.

In the case of the Arsaal project, a number of user groups were put together. For example, a women group produced carpets and cherry by-products. A local association was involved to help them get the ingredients they needed and concrete changes in relationships at the community level took place due to the work of the project and the partners' encouragements and support. It is clear that researchers working with the PI have been advancing on their work with communities, and the obvious changes (i.e. improvements) in researchers' attitudes and methods speak for themselves.

Partners in the African Highlands Initiative (AHI) and others have also understood the need to include multi-disciplinary approaches. They have also realized the importance of working together and with communities as a result of IDRC's efforts in the region. Policy makers came to the realization that water demand was a major issue to consider, according to a previous evaluation of the project. (A.M. report p. 23)

Les chercheurs ont été unanimes à reconnaître la qualité des relations de travail avec les administrateurs de programmes de PLaW. Ces derniers étaient plus des collègues avec qui ils discutent et échangent sur les méthodologies, sur les enjeux du développement en général et plus spécifiquement sur les questions liées à l'agriculture, à l'élevage, à l'écologie, à la production agricole, etc.

De part leur présence et la qualité de leurs interventions, les administrateurs de programme ont permis aux équipes de recherche de ne pas perdre de vue la problématique de recherche, d'apporter les réajustements utiles, de trouver les ressources humaines et techniques pour dépasser les difficultés et problèmes. Pour les chercheurs cela a largement contribué à maintenir l'atteinte des résultats et à entretenir la motivation des chercheurs.

In sum, positive behavior changes were observed among researchers and community members as a result of several projects' activities. In the different regions, user groups were established and partners have organized themselves in networks to work together. Relationships between researchers and Program Officers are also positive aspects that are worth noticing.

Objective 3: Offer reflections on the strengths and weaknesses of the program's thematic approach and strategies in relation to the current state of the field (s) in which the program is active

3.1 Comment, based on the evidence and your opinion, on the extent to which the thematic focus and strategies of the program are consistent with the development goals and objectives it seeks to bring about (strategies including, but not limited to, project modalities (e.g. networks, regional projects, etc.); type and size of projects; types of partnerships (e.g. Canadian, other donor); etc

Comments from the interviews confirmed by the documents reviewed, indicate that the strategy has chosen many elements to advance towards the PI's objectives and goals. Projects' modalities, types and size, and types of partnerships aim at aligning all participants' efforts to produce outputs, outcomes and other effects that are contributions to such objectives and goals. The challenge remains in balancing the partnership among local and international institutions, which contribute to program's results in different ways. More details about the constraints to which the team will need to continue to pay attention to in the future, are as follows:

Thematic Approaches. In terms of the thematic approaches (multidisciplinarity, participatory development communication and gender), interviews and documents reviewed show that progress are made but still need to be reinforced through continuous support and trainings to the researchers. The following examples illustrate these statements:

The MENA Regional Director thinks that the thematic approaches are consistent with the development goals and objectives the program seeks to bring about. They need to be followed more strongly in the next phase because the researchers need more in-depth trainings and support to apply them systematically in the different regions.

These three approaches (multi disciplinarity, gender and participatory development communication) have brought some changes at the government level in sub-Saharan African countries, according to a previous evaluation. These changes may favor or request even more these approaches. It takes a lot of time to bring together equity researchers (social scientists) with productivity-focused researchers (technologists). That is why it is so important to continue to enhance the researchers and the local institutions' capacity.

However, there is also a tendency among researchers and bureaucrats in some sites to exclude those who want to promote multi-disciplinarity in NRM and to focus on common interest. Researchers are at different stages of knowledge and exposure of the concepts promoted by the program. This is natural considering the reality at the field level

Inter-disciplinary teams, which are important to address different issues related to water, land and other natural resources didn't happen in South Africa because of the project's design, according to a previous evaluation. For example, in the PLAAS/CASS project most of the CBNRM projects observed across Southern Africa were led by a team formed mainly by social scientists. There was inter-disciplinarity within social sciences but not across social sciences and biophysical sciences, which has left most team members wanting for better ways to deal with the NRM parts of their efforts. This is a positive development, though, as researchers understood what has been going on. That reinforced the call for multi-disciplinarity and it is being incorporated as part of the follow-up phase of the project. PLASS/CASS was to network ongoing CBNRM efforts across Southern Africa, which were aimed directly at communities.

In the ESA region participatory research approach has been used with some limitations due to lack of confidence among new trainees. (See AHI Progress Rep. Phase II, Jan. 1998-Dec 200, Box describing the process for Kabale, Uganda).

However, in general, AHI has achieved a great deal in getting the researchers to work in multi-disciplinary teams although the extent has varied among projects. The greater success being recorded in Western Kenya, Areka and Lushoto (Prog. Rep.2000, p 8)

The team has learned that it is crucial to continue with a project until some results are achieved, especially in applying participatory approaches, because it's important to develop solutions to the communities' needs. It takes people time to buy in the participatory research process. It's necessary to make small investments to help the communities build partnership with other organizations, commented one PO.

It seems to the reviewers that the thematic approaches need to be analysed thoroughly in their applications in the different regions so that the teams could address the different issues related to their application in the field. This may requires spending more time with the researchers and team members in brainstorming and exchanging ideas about several options that they could identify together.

Strategies. In relation to the strategies (project modalities, types and size, type of partnerships etc), one constraint relates to the partnership with other donors and the fact that they have their own agenda, which IDRC cannot influence, says one PO. This implies that changes can be expected more at the field level but not at the macro-level. IDRC can only do so much with its small budget and with a precise mandate. The hope is that research results would be used and taken by other agencies but that is not how they work or are organized.

On the other hand, data show that, in order to reinforce the partnership and alliance with different types of organizations, research partners are visited and assessed for credibility before they are selected and this process is time consuming and limits the types of partnership because of the accountability issue. Young local partners can't be eligible.

In the reviewers' opinion, the team may, therefore, want to think about ways to reach out to these other agencies and develop with them win-win working mechanisms that can enhance coordination and synergies between the donors' activities and IDRC's.

The interviews also reveal that another strategic issue is resource expansion. The team has been under a lot of pressure to work on that aspect in some cases. It involves the leverage of funds from other donors, co-funding and parallel funding for projects. Joining other funders has been going on for a long time, and PLaW has been successful at this.

These efforts sometimes distract from and interfere with program and projects objectives, but they are perceived in IDRC as strategic ones.

In that sense, the PI from the beginning has been strategic in its Resource Expansion (RX) efforts, pushing three areas for this aspect, says the team leader:

1- Water Demand Management (WDM), which became a success.

2- Water hyacinth was dropped as it was a too focused subject and the understanding was that the team would only keep it if the other donors' support had materialised.

Currently the project is in a dormant state partially due to the fact that the weed problem now is in a low cycle. The donors do not perceive this as urgent, as per the team leader.

3- CBNRM in Southern SSA: The partners are not active enough in pursuing other donors as they already have funds from IDRC. Still the subject is a central one in the PLaW framework and thus

the PI continues to focus on it. Other donors are reluctant to get IDRC to manage their CBNRM projects (it is difficult to get co-funding). In terms of parallel funding many projects are in partnership with other donors, including the CBNRM with PLAAS/CASS, AHI, ECAPAPA, FRAO, Elangata WUAS and several others.

However, in the Water Demand Management (WDM), the donors now are putting more and more money. Donors' partnering brings synergies and not only extra funds. But other donors' money brought in is not used as a significant and basic indicator of success or failure of the program commented a PO.

From the reviewers' view point, the team has made efforts to maintain partnerships with different types of institutions which offer various advantages in implementing the activities and which could contribute positively to the results. It seems necessary, though, to find creative ways to increase collaboration through more lobbying and more intensive communication with donor agencies, whose contribution cannot be neglected.

The team had to work on water, agricultural production, communication but these components didn't mesh as they could have due to the structure of the PI, which resulted from different PIs in the past. This is an issue inherited from the historical context of the PI. This context generated the perception among some IDRC's members, outside of the team, that, although the program is based on local needs and have a conceptual framework, the PI is not enough focused, in reference to the number of projects (and size) and the regions covered although it is working on the original prospectus.

In that sense, as a PO says, it is essential to consider the complexity of the reality, the amount of work that was already done in order to avoid that all the networks and work achieved previously becomes completely lost and identify how to capitalize on these previous achievements. It is important to keep the same types of activities for a long-term period too. The first years are experimental ones during which people are learning and laying the foundation for capacity building. The rural sub-Saharan African context requires a long time so does the Middle East region. It is also a matter of credibility with the partners. That is why the primary objective of the internal PLaW's evaluation was to analyze the portfolio and identify what was important and useful to continue.

One of the important lessons learned also by the team is that development research should not be based on the logic of stand alone research projects but rather be coupled with different activities in order to create synergies and exchanges. Examples of activities worth mentioning are found in the ASARECA and ECAPAPA, the networks in ESARO, CILLS and WARF in WARO and WDM in MERO, which have been significant. That's why it is important to build on these successes.

The outcomes are affected by one of IDRC's major internal constraints, which is the way the workload is organized and divided among staff members. They have limited percentage of time to dedicate to each region. This way is not as efficient in the opinion of one PO as if each member could concentrate on one theme in a specific region with the same partners. Time is therefore a big constraint to do the intense follow up and coaching work IDRC would like to do and which approaches seem to demand, given the existing capacity on the ground.

Type and size of projects. About the current type and size of projects, Program Officers (POs) feel that a reduction of the number of projects and bigger ones may leave them more time to concentrate on their intellectual contribution to them and reduce the process part of their work, which is very time-consuming.

Projects' modalities. Un élément intéressant de l'intervention de PlaW en Afrique de l'Ouest est le fait que le programme a su créer des dynamiques de partenariat avec une grande variété d'acteurs. Au niveau des Etats, le partenariat s'est donné à travers la participation des services centraux des Etats et de leurs démembrements techniques aux réunions d'orientations des projets et au suivi techniques des activités de terrain. En dehors de Etats, les projets ont aussi fait appel selon leurs besoins et en fonction de leur ouverture à une gamme variée de partenaires. Le projet Intégration agriculture - élevage par exemple a noué des partenariats avec les Universités, les projets et ONG, des bureaux d'études, mais surtout des institutions scientifiques internationales telles que : ICRISAT (Centre International de Recherche des Régions Arides et Tropicales), IFDC (Institut International pour la Gestion de la Fertilité des Sols), CIRDES (Centre International de Recherche Développement sur l'Elevage en zone Subhumide), ILIRI (International Livestock Research Institut), IIED (International Institut for Environment and Development). Ces partenariats ont permis aux chercheurs de faire avancer leur agenda, de renforcer leurs capacités, d'être au fait des développements scientifiques les plus récents et aussi de discuter des résultats de leur recherche.

Le projet Projet GUCRE exécute au Burkina Faso sous la responsabilité de l'Université du Burkina et d'une agence canadienne spécialisée sur le l'environnement a apporté un plus dans le partenariat avec la mobilisation d'autres financements. Le projet de la FRAO, dans un des ses volets : développement d'horticulture biologique, en plus d'impliquer les services de l'état développe initie un partenariat avec le secteur privé, une banque commerciale pour appuyer les efforts des femmes dans le sens d'un entrepreneuriat rural.

In relation to project modalities, the appropriateness of a regional approach depends on the specific context. The Water Demand Management is a good example of a successful project that is appreciated by regional policy makers. Similarly, the CILLS project also has a regional focus. The PI is also supporting projects that use a small research grant modality, e.g. WARF, ECAPAPA and OSSREA.

Overall, the means and approaches used by the projects in the two regions (ESA) have been sound despite the limitations. Some of these are intrinsic to each of the approaches. (A.M.report p.17)

In general, though, the strategies and thematic approaches were consistent with the program's goal. Some projects, such as the CBNRM were found to have difficulties at different levels. (Rep. of April. 5, 2002, B. Jones & ZM Ofir).

Several important strategic recommendations were also made for the ECAPAPA project in the report of the Mid-term review dated May 28, 2001 by Prof. H. H. M/ Faki and Prof. W. A. Masters. According to the team leader, those two evaluations were thorough, clear and made valuable and constructive suggestions that both projects and institutions are internalizing.

In conclusion, the above data and findings from the documents reviewed show that the thematic approaches and strategies of the program are consistent with the development goals and objectives it seeks to bring about. The project modalities (networks, regional projects etc) have been successful in different projects, the type of projects are adequate but their size and numbers could be reduced in order to enable POs to allocate more time to their strategic thinking phase.

3.2 Identify how and to whom the work supported by the program is relevant.

All projects are relevant mostly to the agricultural and natural resources, environment researchers their allies and the communities because they help them think in new ways, as found in a previous evaluation of the project. According to the team leader, APLaW is also contributing to help these allies become more conscious of each other. This is a way to improve collaboration and synergies in their overall/combined efforts regarding development with the focus that PLaW promotes. For PLaW, this approach is crucial for strengthening research for development and its contributions@. It must accompany and be part of capacity building of the researchers and local institutions. Specific examples are as follows:

The work is most directly relevant to researchers and intermediate policy makers in the MENA region too, report the team members. The Arsaal project was very successful with community leaders, extension officers, people who implemented it.

In South Africa the project was relevant mostly to the researchers, Ministers and other institutions too. In the AHI, the program was mostly relevant to the community because the activities came from a very high demand. In the case of South Africa, the results may be only indirectly of value to the community but the expectation is that the project will turn closer to the community and benefit the farmers as an outcome in the future. (AM)

Au Burkina Faso, au Mali et au Niger, le projet Alntégration agriculture-élevage +, de l'avis de son coordonnateur scientifique, J.S. Zoundi, trouve sa raison d'être dans les *les préoccupations de nos populations rurales et traduites à travers nos systèmes nationaux de recherche agricole + (re : Rapport atelier régional de synthèse du projet, Mars 2002). Cette affirmation est aussi valable pour les projets du CILSS, de la FRAO, du Gucre et du Jade puisque à la base de leur développement, on retrouve des problèmes auxquels les communautés rurales sont confrontées.

L'agriculture, l'élevage, la désertification, l'accès à l'eau, la gestion des pâtures, l'amélioration de la fertilité des sols, l'adoption de nouvelles techniques agricoles pour améliorer les rendements, le renforcement des organisations paysannes, le développement d'un entreprenariat rural pour une meilleure qualité de vie des paysannes et paysans sont, entre autres aujourd'hui, au centre des préoccupations de millions d'africains de la zone sahélienne.

En traduisant ces préoccupations en objet de recherche, les institutions répondent à des besoins de développement locaux et nationaux et par ce biais aussi se renforcent et justifient leur présence aux cotés des communautés.

In the reviewers' opinion, the relevance of the projects mostly to researchers and local institutions has been an important gain for the program because capacity building is crucial in pursuing the type of development goal and objectives the program is aiming at. In West Africa, the projects were also relevant to the communities.

3.3. Comment on the niche of the program-how does the work of the program relate to the state-of-the-art in the field (s) in which the program is relevant?

Reflections on the Program's Niche

PLaW's niche is the building or reinforcing of local capacity according to the team members. IDRC is also on line with state-of-the art thinking among other donors and international institutions. Community participation, gender approaches are in their agenda. There is a need to reinforce the capacity and the participation of local partners.

Participatory communication approaches are PLaW's niche also in one PO's opinion and its strength in comparison to other donors at the field level. The focus of the research teams is to work mainly with communities, even though it's difficult to have the tools to scale it up to an institutional level and have important impact on poverty reduction. However, efforts have been

done in that sense and the results achieved in the communities move up gradually with time to local governments and regional level and have multiple effects within the same country.

Policy analysis is not always at the community level, that's why it's necessary to go to the policy makers. Lots of efforts have been invested in working with the community, but not all were the same quality in all regions according to the data found.

In the Middle East, PLaW's niche is the management of soil and water resources in semi-arid regions, thinks the Regional Director. Water is an important issue but there are other ENRM issues that are also very important and these are all interlinked. At this point the team is involved in more than just water stressed ecosystems, which should be emphasised as the push on water might be lessened in IDRC now.

According to the same source, the original objectives are still good but an additional objective could be conflict management, which is important and communication could include education although it's implicit. The unified theme, though, is rural soil and water management in semi arid areas.

En Afrique de l'Ouest, il reste évident que la désertification, la production agricole, l'élevage en général, constituent des préoccupations fortes aussi bien au niveau des populations que des décideurs. Selon la direction de l' IER, au Mali, (Rapport atelier régional du projet, Mars 2002), l'agriculture extensive, tributaire de l'espace dans les pays au sud du Sahara *occupe présentement 200 millions d'hectares qui pourront malheureusement atteindre 300 millions d'hectares en 2025 s'il n'y a pas de changements majeurs dans les pratiques agricoles actuelles+.

L'élevage pour sa part, toujours selon la même source, * contribue pour 35% du PIB des pays sahéliens et * occupe 50% des populations rurales+. C'est dire que le travail de recherche développé en zone sahélienne avec les communautés et les institutions nationales et régionales, représente une contribution de premier plan à la résolution des problèmes aigus, qui pourraient empirer. Or cela risque de compromettre les efforts de développement déjà entrepris et de fragiliser davantage des populations pauvres, mal nourries et ayant un faible accès aux soins de santé et à l'éducation.

De ce point de vue les orientations stratégiques de PLaW restent justes. La question qui se pose maintenant est de savoir comment articuler les priorités régionales avec celles des décideurs du CRDI, étant entendu comme le dit le Directeur du BRACO, il faut être à l'écoute des populations et des décideurs africains pour ainsi donner une légitimité aux choix opérés.

In the ESA region, the niche of the program fits in the combination of natural resources management and social development leading to the overall development of communities and alleviation of poverty. This is what the program is working towards, as increased awareness influences policy makers.

In agreement with a Regional Director, conflict management and education are other aspects that are emerging as important ones to pay attention to. From the reviewers' perspective, the team may also want to consider marketing of agricultural products as one additional intervention that could effectively contribute to the goal and objectives as part of the program's niche. If agricultural production is increased through better soil and water management, and if these products are marketed properly and generate income, they could improve communities' lives; reinforce empowerment through knowledge and better economic conditions. The marketing component could be included in all the projects more systematically.

State of the art. Les objectifs et but de PLaW demeurent encore dans l'ensemble valides et pertinents par rapport aux approches actuelles pratiquées dans le domaine de la gestion des ressources naturelles et de l'environnement. D'autant plus que les problèmes qui étaient identifiés lors de l'élaboration du Prospectus demeurent présents et pourraient même s'accroître si les tendances actuelles (libéralisation à outrance, diktat des pays développés sur les pays sous développés, le déséquilibre des échanges internationaux, pauvreté, guerres et instabilité régionale) se maintiennent. La dégradation de l'environnement et en particulier la désertification, les problèmes d'accès à l'eau et à la terre, la sécurité alimentaire, le recul de la recherche sur le développement dans la région, la faiblesse de la mobilisation de la population pour participer à toutes les actions de développement sont autant de défis et d'enjeux qui interpellent le CRDI au travers de ces Initiatives de programme et en particulier de PLaW.

En considérant la situation du continent, on se rend compte comme le dit l'IUCN que "les écosystèmes sont exploités à un rythme qui n'a d'égal que le degré de paupérisation de la majeure partie des populations africaines, les services rendus et les produits fournis par les écosystèmes n'étant pas rétribués à leur juste valeur". Cette analyse rejoint celle qui fonde l'action de PLaW et les défis que le programme a commencé à prendre en charge.

Ces défis sont du reste ceux que le sommet de Johannesburg sur le développement durable de 2002 a identifiés et auxquels la communauté internationale et l'Afrique plus spécifiquement doit apporter des réponses. L'élimination de la pauvreté, l'adoption de modes de consommation et de production ainsi que la protection et la gestion viable du stock des ressources naturelles nécessaires au développement économique et social sont des objectifs primordiaux de développement durable et en sont les conditions préalables +. (Déclaration de Johannesburg)

Au regard de ces considérations, on peut affirmer que l'action de PLaW en Afrique au Sud du Sahara et au Moyen Orient fait partie des initiatives les plus avancées et novatrices dans le domaine de la gestion des ressources naturelles. D'abord parce que PLaW prend en charge tous les aspects (techniques et scientifiques et politiques) de la gestion des ressources naturelles pour les placer dans un contexte de recherche développement, pour * trouver des solutions originales aux problèmes de développement, adaptées aux réalités locales et efficaces à long terme + (dépliant de présentation du CRDI). Ensuite parce que PLaW a fait le pari de mettre la

communication pour le développement au cœur de sa stratégie pour assurer la participation réelle et durable des populations qui est le gage de réussite et de pérennisation des programmes et projets de développement.

Les questions de l'accès à l'eau, à la terre, les politiques nationales de gestion équitable et durable des ressources, la lutte contre la désertification, la nécessaire prise en compte des femmes, la participation des communautés, l'utilisation de la communication pour accompagner et appuyer les efforts de développement qui structurent la pensée et les actions de PlaW sont aussi aujourd'hui des préoccupations qu'on retrouve dans presque toutes les déclarations et prises de positions des institutions internationales y compris la déclaration de Johannesburg sur le développement durable, celle de l'IUCN (Union Mondiale pour la nature), une des plus grandes ONG spécialisées sur l'environnement et la Banque Mondiale qui s'inscrit aussi dans la même dynamique, notamment sur les questions des approches participatives et du genre.

Le NEPAD qui à l'heure actuelle constitue le cadre de référence pour `` sortir l'Afrique de la pauvreté et la placer sur la voie d'une croissance et d'un développement durable + devrait être pour PlaW, un élément d'appui et un soutien important. Car parmi les 6 priorités sectorielles retenues par les chefs d'états africains figurent en bonne place, l'agriculture et l'environnement.

In the MENA region, according to A. B. Zahlan in his paper on state-of-art research in natural resources management, June 2003, APLaW's main focus on water and soil productivity to alleviate rural poverty is on target with respect to the region's priority issues and challenges@. This document was prepared for the team to assess the program' position in relation to the current thinking on Natural Resources Management in the region.

Zahlan also reveals that AGender research is still an issue in the MENA region and the need for a well designed conceptual, theoretical, methodological research agenda to understand better women's contributions and needs in relation to NRM as well as better linkages between macro and micro levels research are directly relevant to the PLaW program. So are the water demand management activities due to the fact that Amost research is concentrated on water supply management and participatory involvement of water users in research has been very poor and the social, economic, legal and institutional aspects have also been largely ignored@. This statement clearly shows that PlaW's thematic approach on gender is quite in tune with state of the art perspectives in the field.

Zahlan's recommendation is that since Aresearch and development generate knowledge but rarely does one find effective conversion of the research into useful developmental applications, it is a challenge that IDRC will have to take on if it wishes to be more effective in the delivery of its programs@ (p 27.)

In ESA, the current lessons learned on how governments and donors might stimulate further improvement in NRM are related to incentives, information, inputs and institutions. The authors

of a recent discussion paper by Barret and al (2001) propose that the only feasible path forward requires concerted public investment in proving these necessary four ingredients. It is their necessary integration into a whole as a foundation for broad Bbased investment in improved NRM that is new as well as urgent. (In Search of Substance, draft rep by Dr. A Stood, R. Khandelwal, June 2003). Interviews and documents reviewed show that PlaW has been approaching NRM through different projects, which integrated these four ingredients. In that sense, these efforts will need to be reinforced as confirmed by this literature review.

On the other hand, in the different regions, the current development context will probably bring more pressure on populations to increase agricultural productions at lower prices, as a result of globalization, in which each country is required to be more competitive. Developing countries are striving to have agricultural subventions to farmers in developed countries reduced in order to have fairer trade agreements, to enable them to export their products to international markets with fewer barriers. Several discussions have failed to bring satisfactory results to these small countries so far. They are still in a very difficult situation to improve their overall economic situation and effectively change the poor living conditions of the majority of their populations.

Within this current continuously changing global development context, the team may find it crucial to accelerate the efforts already made to reinforce synergies and coordination in implementing different activities. A new strategy will probably require more financial and human resources (budget and staff) that could adequately address fundamental communities' needs and produce greater impacts in alleviating poverty at least in the selected areas.

It can be concluded from the data collected, that the program, through the projects examined in this review, fits quite well within the state-of-the art thinking about Natural Resources Management in the different regions. The projects examined in this review have initiated significant actions and reinforced their efforts in providing incentives, information, inputs and institutional capacity building which are found to be among the indispensable ingredients leading to sustainable development.

Summary of main points and reviewers' conclusions

The reviewers can say that very good work was done. The capacity of researchers and local institutions were built or reinforced in all the regions. Some communities also benefited from the PI implementation and have increased their capacity to better address and solve problems.

Possibly within the current context of globalization, there may be opportunities to look at agriculture, pastoralism, trade research and other emerging issues, since NRM is an integrated approach and because international trade issues may, in the long run, negatively affect communities at the local level as developing countries are pressured to produce more at lower costs. Currently there is no international trade objective but there are lots of projects with local marketing issues included. It may become necessary to identify the linkages between the micro and macro levels of trade in order to anticipate and prevent negative impacts on the poor.

Efforts to continue understanding gender issues better in the regions are important and how to approach these issues based on cultural differences will be one of the remaining challenges for the researchers. This is due to their trainings and the type of classical system of rewards that goes with research. Lots of technicians are not used to inter-disciplinarity. In addition, researchers are not recognized for the time they spend on other issues but their expertise. They need to learn how to discuss collectively to put together their ideas to find solutions.

Lots of coaching efforts from the PI goes into linking biophysical and social sciences, linking different type of stakeholders. Multi and inter-disciplinarity within PI team and researchers have a range of grades. So these are issues to keep in mind.

One of the biggest challenges the team will face in the future will be to continue to find efficient ways to promote greater equity and environmental sustainability through participatory approaches. The promotion of Apeople centered@ approach to research for development may also include, in the future, from the reviewers' perspective, the need to offer to communities an integrated package of activities that address different aspects of their lives and human needs, such as health, education, income generation in addition to the ones (gender and equity, knowledge, soil productivity, desertification and water management) already taken into account in the program's design.

Certainly these lessons learned from several years of the program's implementation have increased team members' understanding of the complexity of the issues related to development and poverty reduction. More visible positive impacts at policy level and in the collective living conditions of poor people can only be expected in a very long run, as results of persistent and uninterrupted efforts from all stakeholders both national and international.

Annex I

External Review of the People Land and Water (PLaW) Program Initiative (PI)

Background:

PLaW is one of the six PIs managed by the Environment and Natural Resource Management (ENRM) Program Area Direction at the International Development Research Center (IDRC). Six projects were selected as a stratified typical case sample to evaluate this PI in its four regions of implementation at the end of 2002 and beginning of 2003. By then, the PLaW team members internally commissioned this first evaluation.

Preliminary reports are now being used to carry out this new external review of the PI, commissioned this time by IDRC's Program and Partnerships Branch (PPB) management and managed by its Evaluation Unit. It is conducted to be used as Aone source of information to improve program effectiveness and provide an independent, informed view about how programs are performing, the extent to which they meet their objectives, and the results and effectiveness of programs@. (ToR)

Review Design & Suggested methodology:

The methodology suggested for this external evaluation focuses on building upon the processes previously followed by the evaluators of the first internal review and is based on two approaches:

10. Review of Program and Projects documents.
11. Interviews with PLaW Senior Management Staff, PI team leader and staff, Projects team members.
12. Field visits in West Africa.

Documents include Prospectus, previous projects and program evaluations and external reviews, work plans, progress reports, Project Completion Reports (PCRs), Project portfolio, Abstracts of projects, Minutes of program team/staff meetings, list of the PI outputs, Project Approval documents (PADs) and reports, projects outputs and other relevant information available and provided by team members.

These documents are used to triangulate the information provided by interviewees. Findings and recommendations of the previous evaluation are incorporated in the report of this review after scrutiny. Qualitative interviews with key informants selected for their first-hand

knowledge about the PLaW Program Initiative are used for this participatory evaluation. The interviews follow the questions listed on the reviewer's guide provided by IDRC's Evaluation Unit. They are loosely or semi-structured to allow a free flow of ideas and information. Interviewers who also tape the interviews and take notes frame additional questions spontaneously.

This methodology is appropriate for the purpose of the evaluation because it provides descriptive information for decision-making and flags areas of concerns that can improve program effectiveness. This methodology is also simple and inexpensive. The findings reflect comments and opinions expressed by the former DPA, regional Directors and PLaW team leader and team members. A new version of a previous evaluation on the Eastern and South African regions was also used in this report.

Rationale of the methodology:

This approach was adopted because previous reviews of the PI were practically completed when this new external evaluation was requested. PLaW team members realized that there were a lot of similarities between their objectives and suggested that the work previously done be used and integrated into this new report. It appears necessary to avoid duplicating a process that was already carried out during the first evaluations through field visits, interviews with project staff, field researchers and community members.

The focus is therefore on collecting additional information from key program staffs that were not previously interviewed (such as the ones mentioned in point 2 above) through face-to-face interviews and/or e-mail exchanges and telephone interviews.

International Evaluation Standards:

The external reviewers make it a point to ensure that this evaluation meets the international evaluation standards as stated in the reviewer's guide. These standards include the evaluation's utility, feasibility, accuracy and propriety.

1-Utility: Thanks to the orientation and support received both from the Evaluation Unit and the PI staff at different levels, the evaluators were able to interview all senior management staff formerly and still involved with the PI, Program Officers and Project staff members who will be the primary users of the report. They also use the results of interviews conducted during previous field visits in the different regions as well as various program and projects documents. These interviews combined with all the data collected, are very useful in getting different perspectives, determine expectations and particular information that are necessary in identifying the uses of the evaluation's results to various constituents.

The evaluators interpreted the findings on the basis of reported judgments by key informants, standard evaluation and monitoring tools generally used to measure program effectiveness and accountability. The report also provides inputs into decisions about future programming directions for the next Corporate Strategy and Program Framework (CSPF) 2005-2010 as well as information and reflections from which PI teams and managers can learn in order to improve the program.

2-Feasibility: The reviewer's guide clearly defined the evaluation issues and questions to be addressed in the evaluation. These questions were used to conduct the interviews with most senior management staff and Program Officers except with the former Director of the Program Area (DPA) and two Regional Directors for which a broader questionnaire was adjusted. Furthermore, one of the evaluators of the Arsaal Project in the Middle East and North Africa (MENA) region was also interviewed. Close communication with the team leader and the former evaluator of two projects in Southern and Eastern Africa provided detailed information about the previous design and process followed at the field level. More than 50 program and project documents related to various projects and activities have been scrutinized to triangulate and analyze the information gathered from the interviews. Ethical considerations have guided the evaluators in writing a realistic, prudent, diplomatic and frugal report. The evaluators also coordinated their efforts with the team leader to ensure cost effectiveness by using previous documents and electronic exchanges extensively.

3-Accuracy: The use of the reviewer's guide questions and the set of questions developed specifically for senior management staff provided the evaluators in-depth information about the perceptions and opinions of all interviewees. The methods and tools applied are: Face-to-face and telephone interviews, electronic exchanges and analysis of relevant documents. Interviews were taped for the most part or notes were taken simultaneously in order to increase the level of precision and evidence. The list of documents reviewed is annexed to the report for adequacy purposes. In addition, the information gathered (qualitative and quantitative) is appropriately and systematically analyzed so that all evaluation questions are effectively answered. Conclusions are justified based on the analysis of the findings. The reporting is neutral, impartial and avoids personal feelings and biases of any party to the evaluation in order to fairly reflect the findings.

4-Propriety: The evaluators paid great attention in conducting interviews and in communicating with the users, stakeholders and those whose work was being evaluated, with all due respect, ensuring that information is kept confidential and that instructions and procedures recommended by the managing unit (EU) are adequately and ethically followed. Findings reflect the strengths of the program to build upon and problem areas to address. They will be communicated to IDRC Evaluation Unit who will then ensure distribution to other concerned parties.

Limitations of the methodology:

This methodology is limited, though, by the following factors:

1-Only one of the previous external evaluators is continuing to work on this new review. She has completed the fieldwork already conducted in West Africa with interviews among program staff and reviewed other documents to comply with the new requirements. No additional field visit is forecasted. Her analysis and recommendations reflect the findings from both PLaW staff members and documents review.

2-The other external evaluator had to rely on the previous evaluation reports and program documents to complete and triangulate the data collected from interviews. Any additional information deemed necessary was sought through e-mail exchanges with program staff and one former evaluator. The findings and recommendations of the previous evaluators are incorporated in this new report.

3-It is assumed that the people interviewed at the field level constitute a representative sample of the different stakeholders and concerned parties involved in the Program Initiative. It is also assumed that the six projects previously selected are representative of the objectives, the thematic approaches and the strategies implemented throughout the PI among other projects. These projects were selected because they were the most typical regarding the PI objectives and approaches. They are projects that contain most of the PI desired elements, and the team wanted to assess and reflect on the constraints, opportunities for and benefits from this type of projects, i.e., PLaW typical projects. The PLaW portfolio also includes other not so PLaW typical projects that were not sampled given the intentions of the internal evaluation@ (Dr. Luis Navarro, PLaW team leader).

4- Due to certain external factors (time constraints of some interviewees, technical communication issues, logistics, etc), the evaluators couldn't pre-test the reviewer's guide questions before interviewing key program staff. In some cases, the questions were found overwhelming, which may have brought some biases in the interviewees' responses. Key senior management staffs were also interviewed with a non pre-tested questionnaire for the same reasons. In addition, key informant interviews are susceptible to interviewers biases.

The validity of the findings have been checked through triangulation with available documents, where possible provided to the evaluators as already mentioned and probing techniques were used during the interviews. Factual errors were corrected and more clarity was brought to the report after comments received from the PLaW team and the Evaluation Unit of IDRC.

5- Methodological hurdles specifically related to the MENA evaluation:

a) Policy Evaluation: The project chosen was the one to be also evaluated by the Evaluation Unit of IDRC proposed impact review.

b) Choice of consultant: That was the Program Officer's (PO) function, but she was new at the time to the team and the project.

c) Relationship with the team: She can only guess what the intentions were originally in addressing the objectives of the project. Two phases of the project were put together in terms of gender, multidisciplinary and participatory approaches.

d) PO was not involved in the original development of the project: the discussions were sometimes very frank because the people working together were friends but this could have introduced biases too. (Re: Nairobi Workshop 12-14/03/03)

6- According to the previous evaluator of the Southern and Eastern Africa regions Asite visits could not take place because either they were not logistically possible (in Uganda) or for that matter considered a priority in Southern Africa, because of the nature of research. Efforts to go to site visit in Zimbabwe proved futile despite numerous messages@. (Re: AM's e-mail of 21/05/03).

Projects Sample used during previous evaluations

Middle East and North Africa:

1- Arsaal: The Sustainable Improvement of Marginal Lands in Lebanon Project.

Southern Africa:

2- Center for Applied Social Sciences (CASS)/Community Based Natural Resource Management (CBNRM) Project in Zimbabwe.

Eastern Africa:

3- African Highlands Initiative (AHI).

Three projects were considered for the case-studies:

- 4- Crop-Livestock integration for sustainable natural resources management in the sub-humid and highland zones of West and Central Africa in Burkina Faso, Mali and Niger with the Institute of Environment and Agricultural Research in Burkina Faso and the team of Production System and Natural Resource Management of the IER of Mali.
- 5- The *Integration de la communication participative en appui aux actions communautaires de lutte contre la désertification au Sahel +: Burkina, Tchad with the committee AInter Etats de Lutte contre la Désertification dans le Sahel@ (CILSS).
- 4- The AFondation Rurale de l'Afrique de l'Ouest, FRAO@ which develops with women groups in Banjul ding a rural entrepreneurship project.

These projects encompass one or several aspects of PLaW's three following objectives:

1. To enhance understanding and knowledge to manage the systemic and external factors that lead to degradation or improvement in the productive and service capacity of land and water resources.
- b. To contribute to local and national policies and institutional arrangements that, by managing intrinsic conflicts, equitably increase access, availability, quality and productive utilization of land and water resources.

- c. To develop or use communication strategies that facilitate the exchange of information and knowledge among stakeholders and foster participation in development initiatives.

Methodology previously followed

The Arsaal Project: Two evaluations were conducted with the following purposes:

- 1) An evaluation by Dr Abdul-Wahab Allam, which applied the case study strategy with the objective to assess Awhether and how the Arsaal projects (phase I & II) supported by PLAW contributed to the outcomes intended by the work of the program team in response to the program framework.@
- 2) A strategic Evaluation conducted by Dr. David Brooks Ato determine the extent to which the *ex ante* expectation of influence is realized *ex post*. More specifically, to what extent is it possible to document the nature and extent of results from IDRC's investment in applied development research?@

Dr. David Brook was a former member of the PLaW team and went to the field with the Program Officer. He was a very influential member of the PLaW team and had his own agenda and ToR but it was important that the evaluation's ToR came through without anyone taking over in the process.

Notes on the process:

- ☐ There were open-ended discussions, using very closely the questions of the ToR rather than modules. The questions of the ToRs were reviewed and read several times together.
- ☐ Other questions were asked to every body they could find, in Beirut, researchers from AUB and others, NGOs, governments and other institutions and other people working on integrated community development in the region.
- ☐ Communities' people involved and not involved in the project were also interviewed in order to find out how much they were aware of the project. Various results were obtained.
- ☐ Often the consultants and the research team had to be reminded that it wasn't an evaluation of the project itself. The project was only used as a discussion ground so that the team could talk about gender, multi-disciplinarity and the general framework as well. (Explanations provided by Dr. Lamia El Fattal, PO during Nairobi Workshop, 13/03/05)

Dr. Abdul-Wahab Allam's evaluation:

Four key questions were addressed in his report:

- 5- What project research objectives respond to the PLAW framework objectives, concepts and approaches?

- 6- Are the stated needs and constraints of the target groups including women, addressed adequately and equitably, and how?
- 7- Is the PLAW framework still relevant?
- 8- What are the priorities and opportunities relevant to the work of PLAW?

IDRC provided the relevant documents and in depth interviews were held with researchers, policy makers, beneficiaries, and local groups representatives.

IDRC's program officers involved in the research project evaluated were contacted by e-mail, telephone, and office meetings and visited the site with the consultant.

Dr. Hamadeh, coordinator and principle investigator of the project set the agenda for all meetings and interviews. Formal and informal meetings were held. A lot of care was observed in respecting people's (interviewees) wishes regarding their jobs as well as their culture, values, religion, gender, age etc. All interviewees were very candid and objective in their views and rational. (Dr. Allam's report p.9)

Methodology followed by Dr. David Brooks:

Four sources of information were used for that report.

- 9- Project documents on file at IDRC offices in Ottawa and Cairo
- 10- Project outputs, such as journal articles, newspaper reports, videos, and pamphlets
- 11- Interviews
- 12- Direct observation in Arsaal

The interview guide was not followed but helped the consultant to understand in depth what was wanted from the strategic evaluation of policy influence. Interviews were conducted with people from all of the main groups suggested by the ToR: researchers, beneficiaries, IDRC Program Officers, decision makers and project participants. (Pp.13-15, 43-44).

The findings and conclusions of these two evaluations will be analysed and incorporated in this new review as deemed relevant to answer questions of the reviewer's guide.

Southern and Eastern Africa: Evaluation conducted by Professor Adolfo Mascarenhas.

Field Visit in South Africa:

Professor Mascarenhas met informally with Professor Ben Cousins (Team Leader of PLASS Project) & Mr. Webster Whande (Programme Coordinator) in South Africa. The evaluator and Dr Luis Navarro were then invited to a workshop about research projects on CBMNR and to a site visit of a doctoral candidate, Ms. M. Issacman working with an artisanal fishing community near Simonstown. The workshop gave a very good overview of the research environment in South Africa. The trip was also a good opportunity to purchase a few of the publications about the CBMNR project and to interact with many members of the community, both formally and informally. The reviewer was able to hear the views of different members of the community about the problems they face in pursuing their livelihood.

The visit allowed him also to understand the various dimensions of a scenario for the next stage of joint researcher-community activities for CBMNR research.

Field Visit in Eastern Africa:

Although it was not possible during the Kampala field trip to make a site visit to Kabale, the interaction with Dr Ann Stroud, the AHI coordinator was very elevating. She dedicated an entire working session to the review. The whole research experience and process of AHI has been extremely well and meticulously documented. Annual Reports, field notes, reviews were generously shared so that during the eight sessions of exchanges one could probe deeply into the research process. Two sessions were conducted with Dr. Mowo, Team Coordinator of the Lushoto site. The interviewer also talked with two members of the research team, Ms. Zaina S. and Mr Ali. No field trip was made to Kabale, Lushoto and Elangata. (Re: AM's e-mail of 21/05/03)

To complete the work for this evaluation, the reviewers interviewed Professor Mascarenhas using the reviewer's guide and all his answers were taped. His comments and answers have also be triangulated with project documents, comments from other team members and his reports. As necessary, e-mails exchanges provided additional information and clarifications.

West Africa:

The evaluation combined several methodologies:

1. Review of projects documents;
2. Field visits with Program Officers, except for Banjul ding (due to PO's sickness). These visits took place from November 2002 in Burkina Faso with Innocent Butaré Program Officer, in December 2002 in Burkina Faso with Guy Bessette and in February 2003 in Gambia.
3. Interviews with research teams;
4. Focus groups with projects beneficiaries;
5. Exchanges with research partners: NGOs, government technical services staff, ministries.
6. Unstructured discussions with technical managers, NGOs and Ministries.

The Focus groups and interviews were conducted from specific grids prepared for the targeted groups to be interviewed. Two grids were used:

- 1 for the research teams
- 1 for community members.

The results of the interviews were then triangulated with the documents reviews and some recommendations were produced. For this new review, the evaluator interviewed two (2) Programme Officers, the Team Leader and plan to interview a former Programme Officer and the Programme Officer in West Africa's office using also the reviewer's guide. The questionnaire prepared for decision makers will guide the interview with the Regional Director for West Africa.

Then, she will complete previous data and finalize her analysis with the additional documents received. Her work will be integrated completely in the final report of this new review.

The process and the data analysis for the three (3) regions include, therefore, the following steps:

- 13- Conduct qualitative interviews with senior management, PI and Project staff.
- 14- Report their views and reflections on the questions in the reviewer's guide in addition to those included in the previous evaluations.
- 15- Complete and incorporate relevant portions of previous evaluators field visits reports and inputs from taped interviews.
- 16- Triangulate data with Program and Projects documents for the three (3) regions already received.
- 17- Conclude with some questions about the future direction of the Program based on the analysis of all the data collected from these different sources.

The table below describes the sample of people who were interviewed for this evaluation in addition to those interviewed during the previous reviews. Three (3) key informants for each region and three (3) key members of overall management and support staff were the interviewees.

Overall Management & Support in Ottawa Staff Position/ Level	Planned Date	Status
<p>Middle East & Northern Africa (MENA) Eastern and Southern Africa (ESARO) West Africa</p> <p>1-Dr. Peter Cooper (Kethline) Director Program Area (DPA)</p> <p>5-Dr. Eglal Rached, Regional Director.(Kethline)</p> <p>7-Dr. Luis Navarro, Team Leader (Kethline & Fatoumata)</p> <p>10-Dr. Innocent Butaré, Program Officer (Fatoumata)</p> <p>2-Dr. David Brooks (Kethline) Former MENA Regional Director & Acting DPA until 2001</p> <p>6-Dr. Lamia El Fattal, Program</p>		

<p>Officer. (Kethline)8-Dr. Eva Rathgeber, former Regional Director.(Kethline) e) 9-Dr. Constance Freeman, Regional Director. (Kethline)11-Dr. Gilles Forget, Regional Director (Fatoumata) 12-Dr. Ola Smith (Fatoumata)</p> <p>3-Dr. Guy Bessette Program Officer (Kethline & Fatoumatat) 4-Dr. Renaud De Plaen Program Officer (Kethline & Fatoumata)</p> <p>Annex II. Personnes interviewees</p>		
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<p>Annex III</p> <p>Updated Work plan (New version based on comments from EU)</p> <p>Activity Planned Date Status</p> <p>All PLAW POs to give to external reviewers complete lists of contact people and projects documents</p> <p>March 21, 2003</p> <p>Done</p> <p>IDRC's Evaluation Unit hosts Orientation and Methodology Workshop in Ottawa for reviewers and Check BIn Session re methodology with reviewers Meeting with PLAW team members and Evaluation Unit to review</p>		
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<p>framework and methodology</p> <p>April 15, 2003 Done</p> <p>IDRC and reviewers discuss field visits and provides project documentation to reviewers. Further contacts through e-mails will be maintained throughout the process.</p> <p>April 15 to April 30, 2003</p> <p>Specific Questionnaire developed by reviewers for Decision Makers, shared with Evaluation Unit</p> <p>April 17, 2003 Done</p> <p>Interviews with PLAW Team Leader and POs and contacts in Ottawa</p> <p>April 3, 16 and April 17, 2003 Done</p> <p>Interview with former ENRM Director-David Brooks</p> <p>April 30, 2003 Done</p> <p>Interview with</p>		
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Peter Cooper, present IDRC ENRM Director RSP Report-state of the art May 15, 2003 Done		
Activity		

Data collection: documents review, interviews with additional PI team members, visits to field for in-depth studies as necessary: Analysis, Report writing	May 1 to August 30, 2003* In the case of PLAW, since most of the fieldwork was already done during the internal review, the reviewers are planning to submit the first draft of the report early August at the latest. (Initial date was June 9).	
Submission of 1st draft report by reviewers	Hopefully by August 8, 2003 the latest.	Postponed to September 16 due to meeting in Nairobi from September 19 to 27, 2003
Draft report to DPA-Evaluation Unit	September 26, 2003	Will be submitted to EU for distribution to the PLaW members for their meeting in Nairobi.
PLAW PI meeting in Nairobi	September 19-27, 2003	

Comments from Evaluation Unit, PLAW's team members and DPA to reviewers	October 24, 2003	
Cover memo from PLaW Team leader	TBD	
Submission of revised report by reviewers	November 7, 2003	

Annex IV

Updated Work plan (New version based on comments from EU)

Annex V

List of documents consulted

1- PLaW Program Initiative Revised Prospectus 1997-2000 & 2000-2003

- 2- List of outputs; PLaW portfolio analysis, 1996/97-2002/03
- 3-Program Initiative (Group) Projects Portfolio: PLaW/TEEDE
- 4-Managing Natural Resources (Africa and the Middle East): People Land and Water (PLaW);
Request for Board of Governors Approval to Proceed to Phase II, May 16, 2000
- 5-Meeting of the Board of Governors, June 15-16, 2000 Ottawa, Canada
- 6-Environment and Natural Resources Management (ENRM) Program Area. Annual DPA Report
to the Board. Peter Cooper-Director, Program and Partnership Branch, October 2001 and 2003
- 7-PLaW in MENA, for Annual Report, 2003

- 8-State of the Art Research in Natural Resources Management in the MENA Region, June 2003.
A.B. Zahlan
- 9-IDRC in the Middle East and North Africa: Report to the Board of Governors, October 17-18, 2002, Eglal Rached, September 2002
- 10-People, Land and Water Initiative Work Plan. Reporting Period: April 1, 2002-march 31, 2003
- 11-PLaw 200/2001 summary progress report
- 12-Report of PLaw Evaluation Meeting, Nairobi, Kenya, March 12-14, 2003
- 13-Appraising the PLaw Research Process and it's impact in Eastern & Southern Africa, The African Link, Adolfo Mascarenhas., June 2003 & August 2003
- 14-In Search of Substance, An Analytical Review of Concepts and Approaches in Natural Resource Management in Sub-Saharan Africa, draft June 6, 2003, Dr. Ann Stroud, Rajiv Khandelwal. Africa Highlands Initiative, Kampala, Uganda.
- 15-Sustainable Improvement of Marginal Lands in Lebanon: Arsaal a case study
- 16-Project Summary: Arsaal a case Study
- 17-PCR-Project completion Report: Arsaal Case Study
- 18-Sustainable Improvement of Marginal Lands in Lebanon: Arsaal a case study, Phase II
- 19-Appraisal
- 20-Arsaal Project Phase II-Annual Report 2000-20001
- 21-Arsaal Project Phase II-Annual Report 2001-2002
- 22-Trip Report to Lebanon-October 28 B November 2, 2002
- 23-Annual Report-Progress Towards Sustainable Livelihoods in Dry lands, ESDU, December 2002
- 24-Review/Reflection of PLaw 2002/2003, Cairo, Egypt December 2002
- 25-Case Study of sustainable improvement of marginal lands in Arsaal, Lebanon: Phases I &II, by David Brooks, revised draft 10 December 2002.
- 26- Dr. Allam Evaluation Report
- 27- Project Proposal-MERO Arsaal Project Phase II
- 28- Annual Report MERO Arsaal Project Phase II
- 29-Project Proposal-ESARO PLASS Community Based Natural Resource Management-Component I
- 30-Project Proposal-ESARO CASS Community Based Natural Resource Management-Component II
- 31- A Report on the Evaluation of Phase II of the African Highlands Initiative, by Michael Collinson, Edward Chuna, Brian Carson, October 2000
- 32-Evaluation of the African Highlands Initiative, a report prepared for the International Centre for Agro forestry, by Dr. Kenneth. T. MacKay and Dr. Francis N. Gichuki, May 1996.
- 33-African Highlands Initiative-Progress Report 2000, RSC Meeting Nairobi, Kenya, 20 March 2001, Dr. Ann Stroud, AHI Regional Coordinator, Kampala, Uganda
- 34-A Regional Synthesis Report: Monitoring and Evaluation of Researchers Experiences in Interdisciplinary Research, Participatory Research and Linkages with Development and Policy Actors, August 2001, Chris Opondo (AHI Regional Research Fellow)
- 35-African Highlands Initiative, an Ecoregional Programme in Eastern Africa, January 1998 to December 2003 submitted to ASARACA Network Planning Meeting, Entebbe Uganda, 9-12 February 1998, AHI Coordinator ICRAF, Nairobi, Kenya.

- 36-Projet Fédérateur de recherche. * Intégration agriculture-élevage et gestion des ressources naturelles + Réseau de recherche sur la résistance à la sécheresse. R3S. Burkina Faso, Mali, Niger
- 37-Rapports d'étapes du projet * Intégration agriculture-élevage et gestion des ressources naturelles + : Burkina Faso, Mali, Niger. Juillet 2002 , décembre 2001 ;
- 38-Rapport de synthèse du premier atelier régional du projet * Intégration agriculture-élevage et gestion des ressources naturelles +. mars 2002
- 39-Atelier de restitution des résultats préliminaires du projet * Intégration agriculture élevage et gestion des ressources naturelles + : Burkina Faso, Mali, Niger. Septembre 2002.
- 40-Rapports techniques du projet * Intégration agriculture-élevage et gestion des ressources naturelles + : Burkina Faso, Mali, Niger. Mai 2002. Juin 2001, septembre 2002.
- 41-Etat des productions scientifiques techniques et des partenariats développés dans le cadre du projet * Intégration agriculture-élevage et gestion des ressources naturelles +
- 42-Synthèse des activités et acquis dans le cadre du projet R3S * Intégration agriculture-élevage et gestion des ressources naturelles +. novembre 2002
- 43-Projet de Communication rurale et développement durable. 100249. Burkina Faso et Mali
- 44-Rapport final du projet de Communication rurale et développement durable. 100249. Jade. Burkina Faso et Mali. 2002
- 45-Guide du communicateur endogène. Jade.
- 46-Document de présentation du projet Gestion des usages conflictuel des ressources en eau dans le bassin du Nakambé au Burkina Faso (100844). Mai 2002 et juin 2003
- 47-Guide de structuration, de mise en place et de fonctionnement d'une organisation de gestion des points d'eau en milieu rural ou semi urbain. Projet Cedres Gucre. 2003
- 48-Rapport général du projet de communication participative en appui à des actions communautaires de lutte. Avril 2002.
- 49-Rapport général de la Table Ronde de partage des résultats du PCP. Mai 2002
- 50-Projet de communication participative (03524). Tchad, Burkina Faso. Juin 2002
- 51-Idrc in sub-Saharan Africa. Report to the board of Governors. Constance Freeman (Esaro) & Gilles Forget (Waro). October 2002.
- 52-Plan stratégique FRAO. 1999-2003
- 53-Rapport technique année 2. FRAOévaluation à mi-parcours du Plan quinquennal. 1999-2003
- 54-Requête de financement au CRDI de la FRAO (100379). Janvier 2000 ;
- 55-Rapport annuel FRAO. Exercice 2000-2001
- 56-Evaluation finale du projet de communication participative en appui à des actions communautaires de lutte contre la désertification. Avril 2002
- 57-Documents and reports on the Gambian Organic farm company project funded by FRAO

Annex VI

Questions to Decision Makers:

(Used with former DPA and ESARO Director)

Before starting the interview, the interviewer introduced herself and gave some background information to the interviewee to remind him/her of the context of the external review and thanked him/her for his/her time.

18- Please share your understanding of the objectives of the PLAW PI and your perception about its implementation. How effective you think the PI has been (*Has the PI been doing the right thing?*) why? Please illustrate your opinion with concrete examples.

19- Based on your knowledge of the PI, what are its strengths and why do you perceive them as such? Please provide concrete examples and cases about each region to illustrate your points.

20- What are the PI's weaknesses? Why do you perceive them as such? Give examples to illustrate.

21- *Is there any necessity for changes to the PI? If yes, why?* What kind of changes you think should be brought to the PI with regards to the objectives and the results (outputs, reach, outcomes?). *How do you think the PI could build upon its strengths?*

22- How could the PI learn from its weaknesses? What would be the corrections to make?

23- *Based on the strengths of the PI that you previously mentioned, what will you consider to be its Niche? Is its niche different from one region to another? Please give concrete examples.*

24- What are the PIs comprised in the Program Area? Are there PIs in the same or different regions other than PLAW? What is the position of PLAW PI in the Program Area?

25- How could the Program Direction and the PI team members participate in the decision making process about the future of the PI?

26- What could be the inputs of the Regional Offices in the decision making process of the future of the PI?

10-As a decision maker, what kind of information would you find useful in the external evaluation of the PLAW PI?